

STRATEGY FOR DEVELOPING PROCESSED FISH PRODUCTS IN AN EFFORT TO INCREASE THE INCOME OF WOMEN FARMERS' GROUP IN ULAKAN VILLAGE, MANGGIS DISTRICT, KARANGASEM REGENCY

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ABSTRACT

Ulakan Village has abundant potential in the fisheries sector. However, efforts are needed to develop processed fish products. Female workers have productivity and play a role in supporting the increase in income of women farming groups in Ulakan Village. The aim of this research is to determine internal and external conditions and determine the development strategies used to develop processed fish products in an effort to increase the income of women farming groups. This research was conducted in Ulakan Village, Manggis District, Karangasem Regency. The sample consisted of 67 female farmers and 6 Kelian Banjar Dinas in Ulakan Village. This research is a qualitative and quantitative descriptive research that uses SWOT analysis.

The research results show that the internal conditions that are the main strength factor are the solid management of the women farmer group organization. The main weakness factor is the limited fish production facilities. The external condition of the main opportunity factor is that the HR of the Women Farmers Group is active in entrepreneurial activities. The main threat factor is limited production time and traditional ceremony activities. So the best strategy that can be implemented is to increase capital, develop product quality, schedule work and increase workforce.

Keywords: *development strategy, processed fish products, income*

1. INTRODUCTION

Indonesia as an agricultural country has abundant natural resources, this natural wealth can provide benefits both financially and in preserving nature. One of the leading sectors is in the fisheries sector. The fisheries sector is a sector that plays a very big role considering that Indonesia's waters are wider than the land area, so this sector has great potential in increasing the income of fishing communities. In implementation in the fisheries sector in Indonesia, there are obstacles that must be overcome, especially in the field of income. One form of handling that must be done is to form a group forum to develop the results of activities and training in the fisheries sector.

Ulakan Village, Manggis District, Karangasem Regency is a strategic area as a producer in the fisheries sector. The potential of the fisheries sector in this area is supported by agricultural areas and very abundant natural resources. To support this sector, a forum was created in the form of groups of farmers and women farmers. Farmer groups are groups of farmers with informal ties that are formed from similarities in interests, environmental situations and have the goal of improving joint efforts within their association (Setiyanti, 2012). The aim of forming farmer groups is to increase the number of farmer groups, increase the ability of farmer groups to

carry out their functions and encourage farmer groups to increase their capacity to become farmer economic institutions. The goals of farmer groups can be realized through the implementation of their functions. In Ulakan Village there is a group of women farmers who are active in the agricultural sector. Apart from that, women farming groups are also active in making processed fish products.

These processed fish products are produced by groups of women farmers in the form of fish floss, fish sausages, fish nuggets and others. This women's farmer group organization plays a very important role in creating processed fish products derived from tuna. Usually the surplus from fishermen's stock is made into processed fish products, so that the product can have added value, and the selling price is higher. With the various problems and obstacles faced in developing their business, it is necessary to carry out research to examine the business strategies that need to be carried out by groups of women farmers in developing businesses for processed tuna and other fish products.

Ulakan Village has abundant potential in the fisheries sector. However, efforts are needed to develop processed fish products. Female workers have productivity and play a role in supporting the increase in income of women farming groups in Ulakan Village. The aim of this research is to determine internal and external conditions and determine the development strategies used to develop processed fish products in an effort to increase the income of women farming groups.

2. RESEARCH METHODOLOGY

This research was conducted in Ulakan Village, Manggis District, Karangasem Regency. The choice of research location is determined by the method *purposive*, which is a method of deliberately determining research locations based on various considerations. The sample selection in this study used a purposive sampling method, which was chosen deliberately through consideration of groups of women farmers who produce processed fish in Ulakan Village. So the sample chosen consisted of 67 members of the women's farmer group and 6 members of the Kelian Banjar Dinas in Ulakan Village.

The type of data in this research, namely quantitative data, is data that contains information about numbers, while qualitative data is data that contains information in the form of words, sentences and images. The data sources used in this research are primary data and secondary data. Primary data collection was carried out by interviewing members of women farming groups with an instrument in the form of a questionnaire/list of questions. Secondary data was obtained from documents, libraries and data from Agriculture and Food Security of Bali Province. This research is a qualitative and quantitative descriptive research with a strategic management approach. The process of formulating alternative strategies goes through two stages, namely: 1) Data collection stage (*Input Stage*) using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices; 2) Strength, Weakness, Opportunities and Threats (SWOT) matrix;

3. RELATED RESEARCH/LITERATUR REVIEW

The results of previous research are certainly very relevant as references or comparisons, because there are several similarities in principles, although in several respects there are differences. Some previous research that became a reference in this research is:

Suparyana et al (2020) Strategy for developing cake production in the Ayu Tangkas women farming group in East Selamadeg District, Bali. This research aims to identify the internal conditions and external environment of the cake business at KWT Ayu Tangkas, as well as determining strategies for developing the cake business at KWT Ayu Tangkas. The results of the research show that the internal conditions are: Quality of the product, Affordable price, Relationship between management and members, The product is well known to the public, Availability of raw materials, Low quality of human resources, Limited access to capital, Limited access to market

information, One type of product, and Lack of promotion. Meanwhile, the external environment is: Bendu, typical local snacks, demand for Bendu, institutional attention to KWT, development of information systems, production technology, ease of product duplication by competitors,

Dananjaya, et al (2020) strategy for developing PKK creative economic activities in Tabanan City to increase members' income. This research aims to identify the internal and external conditions of the PKK in Tabanan City, as well as choosing the best strategy that the PKK in Tabanan City can use in developing creative economic activities to increase members' income. The research results show that the internal conditions in developing PKK creative economic activities in Tabanan City, where the factor that is the main strength, is solid group institutions. The main weakness factors are the lack of information about obtaining training activities and limitations in obtaining capital. Furthermore, the external conditions in developing PKK creative economic activities in Tabanan City, where the good opportunity factor is that the PKK group has a good image in the village government. The big threat factor is the ease of product duplication by competitors. So that the best strategy that can be applied in developing PKK creative economic activities in Tabanan City is obtained, namely adding distributor workforce to increase sales, where product marketing requires product affordability so that it can be well received by consumers.

4. RESULTS AND DISCUSSION

General description of the research area

Ulakan village is one of the villages in Manggis District, Karangasem Regency in Bali Province with an area of 660,000 ha, with land topography. 65% of this area is used as agricultural land and 35% as vacant land for housing and public facilities. The climate of Ulakan Village, like other villages in Indonesia, has a dry and rainy climate. This has a direct influence on planting patterns on agricultural land in Ulakan Village, Manggis District, Karangasem Regency. (Ulakan Village Profile, 2020).

Sample Characteristics

This research involved 67 samples who were members of the women's farmer group in Ulakan Village, Manggis District, Karangasem Regency. The identity of the sample that will be taken from this part of the research includes age, education level and sample occupation which will be described as follows.

Age

The characteristics of the sample in this study, when viewed from age, can be seen in Table 1 below:

Table 1. Frequency Distribution of Sample Age

No.	Age (TH)	Frequency	Percentage (%)
1	< 17	0	0,00
2	17-64	64	95,52
3	> 64	3	4,48
Amount		67	100

Source: Data processed from survey results

Based on the research results, it shows that most of the samples were aged 17-64 years with a percentage of 95.52%, while samples aged > 64 years were with a percentage of 4.48%. This shows that most members of the women farmer group are still in the productive age category, that is, they still have labor potential in developing processed fish products and are more innovative in developing the newest products.

Education

Based on the results of data tabulation carried out according to the educational background of the sample, the following picture is obtained:

Table 2. Frequency Distribution of Sample Education Levels

No.	Education	Frequency	Percentage (%)
1	No School	0	0.00
2	SD	8	11.94
3	Junior High School	11	16.42
4	SMA/SMK	43	64.18
5	Masters	5	7.46
Amount		67	100

Source: Data processed from survey results

Based on the results of data tabulation carried out according to the educational background of the sample, it can be seen that the educational level of the sample in the elementary school category is 8 people with a percentage of 11.94%, in the junior high school category there are 11 people with a percentage of 16.42% and in the Bachelor category there are 5 people with a percentage 7.46% while the highest was SMA/SMK, namely 43 people or a percentage of 64.18%. This shows that the sample's education level is able to develop an entrepreneurial spirit in creating processed fish products and is able to market them to the target market.

Work

If we look at the characteristics of the sample in this study from work, the distribution can be seen as in Table 3 below.

Table 3. Distribution of Sample Jobs

No.	Work	Frequency	Percentage (%)
1	Doesn't work	8	11.94
2	Farmers/Fishermen	36	53.73
3	Laborer	14	20.90
4	Private sector employee	9	13.43
Amount		67	100

Source: Data processed from survey results

Based on the research results, it was stated that the sample jobs were 14 people as laborers with a percentage of 20.90%, 9 people as private employees with a percentage of 13.43%, 8 people as unemployed with a percentage of 11.94%, while the highest sample job was as 36 farmers and breeders with a percentage of 53.73%. This condition shows that the majority of the sample is in the agricultural/fishing sector, so that members of the women farmer group are able to develop processed fish products in their respective households, so that they can increase added value and create new jobs.

Matrices IFE and EFE

The results of the calculation of internal factors for the development strategy for processed fish products are shown in Table 4. Based on the IFE Table, the strength factors that are expected to minimize weakness factors in development are the management of a solid organization of women farmer groups. Having a solid organization will give the group the strength to continue to develop the group so as

to create product innovations that are in demand by the public. With these strength factors, it is hoped that it can minimize the biggest weakness faced, namely the limited facilities for processing fish production. To overcome these weaknesses, it is necessary to coordinate so that this information can be provided by the government in providing assistance in the form of fish processing facilities and training.

Table 4. IFE Matrix

No	Internal Strategy Factors	Weight	Rating	B x R
A Strength:				
1	Management of a solid women's farmer group organization	0,12	2,80	0,29
2	Availability of fish as raw material	0,11	2,73	0,26
3	Quality of processed fish products	0,11	2,42	0,25
4	The product is already known to the public	0,10	2,65	0,27
5	Processed fish products are in demand by the public	0,11	2,86	0,23
B Weakness:				
1	Lack of training in fish processing	0,09	2,67	0,25
2	Limited facilities for processed fish production	0,11	2,89	0,27
3	Lack of quality human resources	0,08	2,45	0,26
4	Limited capital in the group	0,09	2,76	0,23
5	Lack of product promotion	0,08	2,34	0,25
Total		1,00		2,56

Source: Primary data processed, 2024

The results of the research show that the calculation of external factors for the strategy for developing processed fish products can be seen in Table 5. Based on the EFE Table, the best opportunity factor in developing processed fish products is the human resources of a group of women farmers who are active in entrepreneurial activities. This entrepreneurial activity will provide opportunities to manage activities and be able to market the products produced by providing training activities by the relevant agencies. The big threat factors in the development of processed fish products are limited production time and traditional activities.

Tabel 5. Matrix EFE

No	External Strategy Factors	Weight	Rating	B x R
A Chances:				
1	There is a lot of demand for processed fish products	0,09	2,98	0,26
2	Production technology	0,10	2,87	0,28
3	The training activities provided have a creative element	0,10	2,76	0,24
4	Development of innovation in processed fish products	0,10	2,83	0,28
5	The human resources of the women farming group are active in entrepreneurial activities	0,11	3,21	0,29
B Threat:				

1	Ease of product duplication by competitors	0,10	2,45	0,25
2	The emergence of new business competitors	0,10	2,27	0,23
3	Unstable raw material prices	0,09	2,21	0,21
4	Limited production time and custom activities	0,11	2,56	0,27
5	Changes in consumer tastes	0,10	2,09	0,20
Total		1,00		2,51

Source: Primary data processed, 2024

SWOT Matrix

The SWOT matrix can provide an overview of management in matching internal strengths and weaknesses with the external opportunities and threats faced. Priority strategies that can be suggested are as follows: SO (Strengths-Opportunities), WO (Weakness-Opportunities), ST (Strengths-Threats) and WT (Weakness-Threats) strategies. The data used in this analysis were obtained from the IFE and EFE matrices.

S-O strategy is a strategy that uses internal strengths to take advantage of external opportunities so that it can gain profits. The strategy that can be implemented is to provide counseling. To support production, training is required. Training can be carried out by providing counseling regarding how to process and market products. The W-O strategy is a strategy that aims to overcome existing internal weaknesses by exploiting external opportunities. There are two alternative strategies that can be implemented in the W-O strategy, namely: increasing capital and carrying out promotions. This S-T strategy uses internal strengths to reduce and avoid the influence of external threats. There are two alternative strategies that can be implemented in the S-T strategy, namely: improving the quality of processed fish products and scheduling the work of women farmer group members so that it does not conflict with traditional activities in the village. The W-T strategy is a strategy directed at reducing internal weaknesses and avoiding external threats. There are two alternative strategies that can be implemented in the W-T strategy, namely developing processed fish products and expanding the product distribution network.

5. CONCLUSION

Based on the results and discussion, it can be concluded that the internal conditions that are the main strength factor are the solid organizational management of women farmer groups. The main weakness factor is limited fish production facilities. The external condition of the main opportunity factor is the human resources of the group of women farmers active in entrepreneurial activities. The main threat factor is limited production time and traditional ceremony activities. So the best strategy that can be implemented is to increase capital, develop product quality, schedule work and increase workforce.

Suggestion

The advice that can be given is that it is best to carry out a strategy of providing training and counseling regarding processing and marketing processed fish products to target markets. This strategy can be used to improve the quality of human resources of women farmer groups in carrying out production and organizational activities. On the part of the Karangasem Regency government, it must also be able to facilitate it by providing assistance with facilities and infrastructure so that it can stimulate groups of women farmers to become entrepreneurs.

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