



## Analysis of the Implementation of Herbal Makrifah Group Governance

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### ABSTRACT

The Covid-19 pandemic has had an impact globally, one of which is the decline of the economy in Indonesia, many UMKM have gone bankrupt and laid off, but amid the declining economy, the Makrifah Herbal UMKM Group can survive as evidenced by the group received an achievement in the form of the 2021 Paramakarya Productivity Award from the Ministry of Manpower (Kemnaker) RI for being able to increase productivity for 3 consecutive years, as well as being the first small business in Bontang City to be able to win the award. The purpose of this study is to analyze how the implementation of the governance of the Makrifah Herbal group that has won the award, and describe what activities the group has carried out. The research location is in the Herbal Makrifah Group of Loktuan Village, Bontang City, East Kalimantan Province. Research methods used qualitative descriptive research, data collection techniques with interviews, observations, and documentation. The results of this study show that there is an implementation of governance carried out by the Makrifah Herbal group, namely Participation, and responsibility from all stakeholders, transparency, implementing equality, and prioritizing effectiveness and efficiency. In addition, the Makrifah Herbal Group also has five forms of activities including breeding, production, education, marketing, and beauty massage services. Good governance and sustainable activities support each other which can lead to successful and active groups. It can be concluded that good group governance can be a strategy for surviving UMKM in various conditions including the Covid-19 pandemic.

### ABSTRACT

Pandemi Covid-19 telah memberikan dampak secara global, salah satunya adalah terjadinya penurunan perekonomian di Indonesia, banyak UMKM yang bangkrut dan melakukan PHK, namun di tengah ekonomi yang menurun tersebut, Kelompok UMKM Makrifah Herbal dapat bertahan terbukti dengan kelompok mendapatkan prestasi berupa Anugerah Produktivitas Paramakarya 2021 dari Kementerian Ketenagakerjaan (Kemnaker) RI karena mampu meningkatkan produktivitas selama 3 tahun berturut-turut, sekaligus menjadi usaha kecil pertama di Kota Bontang yang mampu meraih penghargaan tersebut. Tujuan penelitian ini untuk menganalisis bagaimana penerapan tata kelola kelompok Makrifah Herbal yang telah berhasil mendapatkan penghargaan, dan mendeskripsikan apa saja kegiatan yang dilakukan kelompok. Lokasi penelitian di Kelompok Makrifah Herbal Desa Loktuan, Kota Bontang Provinsi Kalimantan Timur. Metode penelitian yang digunakan penelitian deskriptif kualitatif, Teknik pengumpulan data dengan wawancara, observasi dan dokumentasi. Hasil penelitian ini menunjukkan bahwa terdapat penerapan tata kelola yang dilakukan oleh kelompok Makrifah Herbal yaitu Partisipasi dan responsibility dari semua pemangku kepentingan, Transparansi, menerapkan kesetaraan dan mengutamakan keefektifan serta efisiensi. Selain itu Kelompok Makrifah Herbal juga memiliki lima bentuk kegiatan diantaranya adalah: pembibitan, produksi, edukasi, pemasaran dan jasa pijat kecantikan. Tata kelola yang baik dan kegiatan yang berkesinambungan saling mendukung ini yang dapat menghantarkan kepada kelompok yang sukses dan aktif. Dapat disimpulkan bahwa tata kelola kelompok yang baik dapat menjadi strategi bertahan UMKM pada berbagai kondisi termasuk pandemic Covid-19.

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## I. INTRODUCTION

Countries around the world are currently busy with economic recovery due to the Covid-19 virus, in Indonesia too, the virus that came to Indonesia in early 2020 has had a very significant impact on the daily lives of Indonesian people. The impact of this virus is not only on the health sector but on the economy as well. Based on records from research institutes Institute for Development of Economics and Finance (Wuryandani, 2020) stated that Indonesia is experiencing a recession due to the impact of the Covid-19 pandemic, Indonesia's economic growth slowed to below 5.3% in the second quarter of 2020. This economic condition will have an impact on Indonesia's economic stability, such as the occurrence of many layoffs. Employment Relations and poverty experienced by the community. BPS also stated that there was an increase in the unemployment rate to 2.67 people with total unemployment in the workforce of 9.77 million. Poverty and layoffs occurred due to the existence of a decrease in retail industry trade, a decrease in business production, a decrease in the exchange rate of farmers, and a decrease in income.

The pandemic has also caused a decrease in people's purchasing power, thus making UMKM actors also experience losses, not even a few UMKM are out of business or closed because there are no consumers who buy as a result UMKM income has decreased drastically. At least 80-90% of UMKM are affected by the covid19 pandemic, Thus, there are 12.5% of UMKM who can adapt to the pandemic by making various innovations so that their business continues to run without being affected by Covid (Victoria & Agustiyanti, 2021).

While slowing economic conditions, layoffs occur everywhere and the economic decline of the community, there is one group of UMKM in Indonesia that can compete and adapt to the pandemic to be able to provide significant sales achievements amid weakening purchasing power. community (Bapennas, 2020). The Makrifah Herbal group received an achievement in the form of the 2021 Paramakarya Productivity Award from the Indonesian Ministry of Manpower (Kemnaker) for being able to increase productivity for 3 consecutive years, as well as being the first small business in Bontang City to be able to win the award (Media Kaltim.Com, 2021). In 2021 Makrifah Herbal marketed more than 1,500 bottles of various types of herbal oils, with an annual turnover of more than IDR 400,000 which was marketed in 32 regions in Indonesia, with the largest demand from Sumatra, Papua, and Maluku.

Based on this background, researchers are interested in taking this topic because while all sectors experienced a decline in sales due to the pandemic, Makrifah Herbal experienced an increase in sales and was able to improve the welfare of its members. Therefore, the researcher wanted to examine how the implementation of Makrifah Herbal governance in group development. Governance cannot be separated from the basics of good governance. Namely transparency, participation, and accountability as key factors. Governance is considered an important factor to ensure national prosperity (Ulisah, 2016).

This study, using the principles of governance initiated by the United Nations Human Rights Commission, it has identified several principles of good governance, namely transparency, equality, participation, and responsibility as well as being effective and efficient (Idris HM Noor & Rahmatillah, 2020), 2020). Canada's International Commitment also stipulates that good governance is reflected when the authority of an organization (or government) is exercised in an effective, fair, honest, transparent, and responsible manner.

Many types of research on governance have been carried out (Khasanah et al., 2021); (Nopralia et al., 2021); (Santosa et al., 2017); (Sanusi & Wibasuri, 2015); (Widiastuti et al., 2019), but these studies are more dominant on governance. financial management, administrative governance, and governance. Governance research that focuses on groups has not been widely carried out, current governance is not only focused on the government sector but more broadly which includes multi-sectors, one of which is groups/organizations (Santosa et al., 2017). Based on this background, the purpose of this study was to analyze the implementation of governance in the Makrifah Herbal group and to determine the form of group activities.

## II. RESEARCH METHODS

This study uses a qualitative method, Boglan and Taylor (Moleong, 2006) mention that qualitative research methods are research that produces descriptive data in the form of words, written or spoken, and observable people's behavior which is then managed and presented in the form of sentences. There were five informants in this study who were selected based on snowball sampling, the informants were selected based on their understanding of the Herbal Makrifah Group. The location of this research is the Makrifah Herbal Group, Loktuan Village, East Kalimantan Province. Data collection techniques by conducting interviews, observation, and documentation.

## III. RESULTS AND DISCUSSION

### **Herbal Makrifah Group Profile**

Makrifah Herbal is a partner of PT. Pupuk Kalimantan Timur (PKT) The focus of the Makrifah Herbal Group program is empowerment, to achieve this empowerment, herbal makrifah has a focus on cultivating and producing various kinds of herbal medicines. A good group is an important key to realizing a common goal, therefore a group needs regular management and governance to organize, manage and control the use of resources so that they can be used efficiently (Sita Yuliasuti Amijaya, 2019). To see good governance can be seen from several aspects including participation and responsibility, transparency, equality, effectiveness, and efficiency as well as independence (Nopralia et al., 2021); (Setiawati et al., 2021). The spec was used by researchers to see the Governance of the Herbal Makrifah Group.

### **Analysis of the Implementation of Governance of the Herbal Makrifah Group**

#### a. Participation and Responsibility

A process that involves stakeholders in creating organizational activities. The participation of group members is one of the keys to the success of a group (Alwi et al., 2019). The process of activities of the herbal makrifah group also involves members participating in the formation of a group that gives freedom to anyone from the community around the Loktuan sub-district to join the group. The group also provides freedom of opinion, expressing ideas, suggestions, and the like at every member's meeting activity. The herbal makrifah group is a fostered group of the Pupuk Kaltim (PKT) company so to provide enthusiasm and an overview of the herbal group, the PKT provides facilities that are sending several group members to conduct comparative studies to Merapi Herbal in Yogyakarta, these members participate in activities well and enthusiastically, and want to develop Herbal Makrifah such as in Merapi Herbal. In addition to training group members are also active in regular and monthly meetings. Monthly meetings are held in week 4 of each month. All members who were not unavailable were present at the meeting. Regular meetings every week are held on Saturdays or Sundays. activities carried out in the form of plant care, watering or cleaning together, or devotional work. In addition, there are regular meetings that are carried out according to their respective fields. An example of a field of production will meet and carry out production activities if the stock of products is already small. So do nurseries

and other fields. All fields come together to complete the tasks of each field, which are tailored to the needs of each field. Group members are responsible for the tasks they do, because the areas carried out by members are by their respective skills and pleasures (Passion), the productivity of the group goes smoothly. A job will be optimal and maximum if done happily (Adendorff et al., 2020), besides that the work will give good results if done by a competent person (Kusumaning Asmoro et al., 2020) because the participation of members will improve the standard of living (skills, networks) (Soetomo, 2012), meaning that participants will give members the confidence to learn and improve their lives for the better with training and independent learning.

b. Transparency

Transparency is a process of openness to convey the activities carried out so that internal and external parties of the organization can know and supervise and pay attention to these activities (Idris HM Noor & Rahmatillah, 2020). Providing access to information is important to inform and encourage community participation (Nawawi, 2016). Transparency in good governance is the existence of information and financial disclosure (Widiastuti et al., 2019) When forming a herbal makrifah group, socializing and providing opportunities for anyone who wants to join the group. The distribution of information is also carried out with regular meetings and the existence of WhatsApp groups as a medium for communication and coordination. Financial information is also conveyed by the group management clearly and in detail both income and expenses. The group also has neat financial statements.

c. Equality

Equality is also carried out in the makrifah herbal group, not distinguishing from one member to another, the members of the group are not only women but there are men as well. The group gives a distribution of tasks to all members according to their abilities, no one is the most dominant in the group and none of them do not work, all of them have their proportion of work according to their expertise.

d. Effectiveness and Efficiency

All fields in this herbal makrifah group can be said to be effective and efficient because the fields that are made according to needs and fields that are one with another field are mutually sustainable. The field that is most considered effective is the seedling field. Nursery activities can meet the needs of plants in Bontang City. It has become a tradition and regulation of the Bontang City government that it is mandatory to plant trees if the Bontang people are going to get married, have civil servants, or have other events. The tree can be provided by the Makrifah Herbal Group so that people have no trouble finding tree seedlings. In addition, the scrub products produced by herbal makrifah can be used as raw materials in massage services. Neither aromatherapy nor any other spice scrub and massage.

e. Independence

All group activities are centered on a single group area located in the group leader's house. Group members work according to their respective fields, each group member will benefit in the form of materials if they carry out product sales activities.

The implementation of good governance is an effort to improve the quality of the UMKM group. The results of this study show that the Governance carried out by the Makrifah Herbal group can contribute to the sustainability of the group. This fact can strengthen the urgency of implementing governance in the UMKM group. Group administrators are expected to understand and implement governance in their groups. Based on this research active group members will contribute to the development of the group, on the contrary, inactive group members do not contribute to the development of the group, even though the group governance is already good. This is in line with previous research stating that (Ermawati & Pujiyanto, 2022);(Noprailia et al., 2021) Participation and Responsibility are key to group development and support the implementation of governance.

Therefore, in addition to implementing governance, providing awareness so that members participate in group activities is also important.

Based on several previous studies, various governance models and strategies that have been implemented are reported to contribute to the development and activeness of the group. Some of these governance models and strategies include financial governance (Ermawati & Pujianto, 2022), tourism governance (Nopralia et al., 2021), and Bumdes governance (Widiastuti et al., 2019). In addition to the implementation of this governance, group managers must also be more creative and innovative in managing groups.

## **Herbal Makrifah Group Activities**

### **a. Nursery**

Each activity has a coordinator and members, as in the case of nursery activities having 5 members with 1 coordinator, this nursery officer is responsible for nursery activities and is assisted by other members of the Herbal Makrifah Group. Nursery activities keep the stock of raw materials available by planting seeds periodically and according to need. Makrifah herbal has more than 200 types of medicinal plants as raw materials for production and raw materials for seeds. Old plants are maintained and cared for so that they can be used as seeds that produce good seeds.

Seedlings are planted in polybags or special places for planting seedlings, watered every day, and observed for growth. If the seeds have grown well, the nursery officer will make new seeds and the seeds that have started to grow are not all made for herbal production raw materials. Some seeds are sold still in the form of plant seeds. Usually, the plant seeds that are sold are at least 3 months old and sold when there are visitors who want to buy or give to the surrounding community who are interested in planting too.

Giving seeds for free to the community around the group's residence as a form of concern for makrifah herbs and teaching the community to love farming, especially this medicinal plant, giving seeds for free is not often done only when there are residents around makrifah who visit herbal makrifah and are interested in planting also at his house, free seeds will be given, seeds are often given in the form of easy-to-plant rhizomes such as ginger, turmeric, kencur.

Herbal plants that are grown are used as raw materials for making herbs and are sold to consumers in the form of processed herbal medicinal products at varying prices. While the plant seeds are sold for Rp. 25,000 with details of Rp. 5,000 goes to the group treasury and Rp. 25,000 belonged to the private who planted the seeds. In a month the seeds planted amounted to 10-30 types of plants depending on needs. If the plant has a lot of demand, both in the form of seeds and processed products, the frequency of the number of plants is also increased, in addition to medicinal plants, herbal makrifah also plant and sell seeds of red shoots, these plants are sold in the form of seeds. The market is people who want to get married or officials, and civil servants who want to carry out the procession of promotion.



**Figure 1.** Herbal Plant Breeding Process

## b. Production

Production activities are activities of processing medicinal plant raw materials into herbal products. This production activity is one way to increase the use value and utilization of medicinal plants in the garden. This production activity was started after there was training on practical herbs. Practical herbs are herbal preparations that can be used by everyone and are easy to make. In this training, members are taught to process medicinal plants into products that are ready to be used and marketed. The first is to produce group herbs accompanied by representative officers from the puskesmas. This non-formal assistance is a form of support from other stakeholders regarding the existence of the Herbal Makrifah Group.

Processed products of herbal plants produced by herbal makrifah have reached 12 products. Among them, there are types of oil in the form of massage oil, virgin oil (VCO), candlenut oil, rambutan leaf oil, mosquito repellent oil, aromatherapy oil, telon oil, bidara leaf oil. Then there are also types of scrubs and masks including bridal scrubs, bengkoang masks, bengkoang scrubs, and lotong powder scrubs. The latest product of herbal makrifah is Moringa leaf tea. These products have obtained the BPOM permit and are in the process of obtaining an SNI permit.



**Figure 2.** Herbal Makrifah Group Oil Products

## c. Education

Educational activities aim not only for learning materials, but also to increase knowledge and love about medicinal plants in the Herbal Makrifah Group and the benefits of these drugs. Visitors are invited to tour around the herbal makrifah plant in this way visitors know firsthand the shape of the plant, the type of plant, the shape of the leaf, how to care for it, its benefits and even how to process it so that it can be beneficial for health.



**Figure 3.** Pictures of the Herbal Makrifah Garden

In order to support educational activities, PKT provides additional facilities in the form of 1 land that is devoted to the practice of planting education. Visitors will learn good practice of growing medicinal plants, visitors will not only learn theory but also practice. Visitors who do not have experience growing plants will feel a sensation of happiness when given the opportunity to practice planting, especially children and students, so that this activity becomes a means of education as well as a means of entertainment. In addition to providing additional land assistance, PKT also provides facilities in the form of a set of equipment to support educational activities such as: chairs, tables, loudspeakers and projectors. This assistance makes visitors feel better served by herbal makrifah, The Makrifah Herbal group makes 5 educational packages that visitors can choose according to the wishes or needs of visitors, these packages include:

- a) Introduction plant names for kindergarten children
- b) Benefits of plants for elementary and junior high school children
- c) How to make products for high school kids
- d) Introduction of plant names and benefits, as well as concocting herbs into ingredients that can be consumed for recitation mothers assembly taklim
- e) How to nursery

The educational package can be a means to see the needs of visitors because the purpose of educational activities is not only to teach but to educate so that visitors understand and have a love for herbal plants as well as invite them to plant in their respective homes. In this educational activity, the Herbal Makrifah Group benefits from a visitor fee of Rp. 5,000/visitor and if the group is at least 50 people/group, usually 2 groups are visiting a month. How to introduce educational programs by distributing brochures to schools, institutions, and communities and participating in activities such as competition exhibitions. Interestingly, the system made by the group in a way, which of the group members can bring the group to attend a visit to the herbal makrifah garden with a group, then the profit from paying the visitor fare will be divided in half, 50% for the group and 50% for the member who invites the group. This makes each member have an interest in promoting the Herbal Makrifah Group and invites many people to visit the Makrifah Herbal Garden.

**e. Marketing**

Marketing is an important herbal makrifah activity, therefore the selected members are young and are already accustomed to using social media. Marketing is done directly or online. The herbal makrifah market reached all levels of society, then expanded again with the help of PKT by making makrifah herbal products as gifts for PKT guests, many PKT employees also subscribed to this herbal product. Each member also plays a role in marketing the product to introduce it to his family. It is known that many group members come from Sulawesi, and when they return home or go home they will bring products to introduce to their families. Not infrequently their families in Sulawesi re-order products from herbal makrifah, but there are problems with shipping costs which are quite expensive. Profit sharing is also arranged in mutually agreed groups. Each group member who sells will get a profit of Rp. 5000 for personal gain and the rest returned to Makrifah Herbal used for production activities again.

**f. Massage and Beauty Services**

This type of service product is a service that is large enough to provide income to its members. This massage and beauty service provides massage and body scrub services. 3 types of massage can be given, namely balines massage, hostone massage, and spice scrub massage. Each massage has a different character and treatment price. For balines massage and spice scrub massage, visitors need to pay Rp. 150,000. As for the hostone massage, visitors pay Rp. 175,000. The difference is due to the different types of treatment and the longer duration of the massage and the staff has received two pieces of training and certifications.



**Figure 4.** Training and Certification at Martha Tilaar

Regardless of the validation results that have been reported limitations of this study should be noted. Although the informants obtained from this study were 5 people based on the snowball sampling method, all informants were active core administrators in the Herbal Makrifah Group. Therefore, further research is recommended to use informants from various circles such as active core administrators or not, to get more comprehensive results.

## CONCLUSION

Based on this research, it can be concluded that the survivability of the herbal makrifah group during the Covid-19 period is because the group has implemented good group governance, namely the participation and responsibility of all stakeholders, transparency, the application of equality, effectiveness, and efficiency. In addition, Makrifah Herbal Group also has five forms of activities including breeding, production, education, marketing, service, and beauty massage. Sustainable group governance and activities will result in an active and successful group. Through the findings obtained in this study, the application of good governance in the UMKM group in Indonesia is highly recommended so that the UMKM group can continue to withstand various conditions. In addition, studies that examine the governance of other groups continue to be carried out, especially in every governance process carried out, to become a reference for UMKM that will improve governance.

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