

MENTORING STRENGTHENING STRATEGY MANAGEMENT: Business Competition of Madura Shop (Toko Madura) Community at Se bani District

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Abstract: *The aim of this assistance is to strengthen the management strategy of the Madura Shop (Madura Shop) Community around Se bani District in business competition with Indomaret, Alfamaret and the Basmalah shop owned by the Sidogiri Islamic boarding school. The approach used to strengthen the management strategy of the Madura Shop community in business is the Asset Based Community Development (ABCD) approach, which is a service approach that empowers the assets owned by a Madura Shop community. The results of the implementation of the program to strengthen the management strategy of the Madura Shop community in business have had a great influence on improving human resources for management strategies, creativity and welfare of the Madura Shop community, and the change in the Madura Shop community which is more solid and has a positive image towards changes in competitive social business.*

INTRODUCTION

The competition between Modern Retail and Conventional Retail, of course, will never end, even though both are in demand by consumers. Even though it has a good reputation for maintaining integrity in the business world, there is often confusion about which is best between Shop and Retail. Indomaret and Alfamart are the two modern retailers currently most in demand by consumers, even though they are located close to each other or opposite each other.

Meanwhile, Madura Shop is a shop that is not as big as Indomaret or Alfamart, but has affordable selling prices, so it is popular with the local community. However, competition is so tight in the business world and the market, of course Indomaret and Alfamart have marketing strategies that can outperform Madura Shop. The existence of Madura Shop can be found in almost every residential area, which sells various varieties that are not much different from Indomaret and Alfamart. Stalls selling various *daily Need* have started to appear in the last 10 years or so, and so people sometimes buy basic necessities at Madura Shop.

The competition between Madura Shop and Indomaret and Alfamart has been an interesting thing to observe, because they both offer different shopping experiences, have unique business strategies, and serve different market segments. Madura Shop, as well as Indomaret and

Alfamart are both open 24 hours every day, including during Eid and National Holidays. However, recently the *Ministry of Cooperatives, Small and Medium Enterprises* (Kemenkop-UKM) has appealed to Madura Shop owners, especially in Bali, not to open their businesses 24 hours a day, because many local minimarkets feel they are being challenged by the presence of Madura Shop which operate 24 hours. For this reason, the Ministry of Cooperatives and SMEs (Kemenkop-UKM), appealed to the public so that Madurese can follow the operating hours regulations set by the regional government. (Kompas.com, Friday 26/4/2024). A number of minimarket owners feel competitive because Madura Shop in Bali can be open 24 hours. On the other hand, minimarket owners in Bali cannot open their shops all day because it is regulated in Regional Regulation Number 13 of 2018 concerning the Arrangement and Development of People's Markets, Shopping Centers and Supermarkets. This regional regulation regulates shop operating hours. Article 4 of Regional Regulation Number 13 of 2018 states that minimarkets, hypermarkets, department stores and supermarkets have operating hours regulations. The following is the regulation: (1) The working hours of minimarket, hypermarket, department store and supermarket business operators must be as follows: a. Monday-Friday, open from 10.00 WITA to 22.00 WIT. b) Saturday-Sunday, open from 10.00 WITA to 23.00 WIT. (2) For religious holidays, national holidays or closing days of the financial year or closing of the accounting year until 00.00 WITA. Because of these regulations, minimarket owners in Bali cannot open their shops all day.

This is different from the Madura Shop in Bali which are open 24 hours. This condition makes minimarket entrepreneurs feel competitive with Madura Shop. For this reason, a number of Madurese minimarket entrepreneurs in Bali have asked Madura Shop owners to regulate their operating hours as determined by the *Regional Government* (Pemda) in Bali, namely not operating 24 hours.

From the problem of business competition above, it is not much different in Pasuruan City, especially in the area around Sebani sub-district, lots of Madura Shops have sprung up in the community which also have competitors such as Indomaret, Alfamaret, and Basmalah (a minimarket owned by the Sidogiri Islamic Boarding School). This means that the business competition conflict between minimarkets and Madura clotong shops will continue, where everyone equally has the right to prosper and their shops can continue to sell. Therefore, STAI lecturer Al-Yasini as an Intellectual wants to accompany and strengthen the strategic management of the Madura Shop community around the Sebani sub-district area in business competition with Indomaret, Alfamaret and Basmalah shops.

The aim of this assistance is to describe and analyze strengthening the strategic management of the Madura stall community around the Sebani sub-district area in business competition with Indomaret, Alfamaret and Basmalah shops.

The reason and subject of this PKM assistance is firstly, if it is not accompanied by conflict, business competition between minimarkets and stalls/clontong shops in Madura will continue, where everyone equally has the right to prosper and their shops can still sell.

Second, this assistance aims to provide knowledge about strategic management to Madura Shops which are still traditional compared to minimarkets which are modern, have large capital and are already structured. Third, by providing strategic management knowledge to Madura Shop, they will continue to survive in trading and be able to make Madura Shop help lower class people in meeting their needs at affordable prices. Fourth, this companion can indirectly provide advocacy or continuously disseminate useful information for the Madura Shop community, making it very difficult for the Madura Shop community to be able to accept and participate in social business changes.

The number of Madura Shops in Pasuruan is very large, the village has more than 10 Madura Shop. Whenever there is an empty space, it is immediately rented, preferably in the village and on the side of the road. The sales model is the same as other clontong shops, namely you can buy retail, it's cheap and people are closer to buying it.

The existence of so many Madura Shops is considered a threat by the local Convenience store figures, including Indomaret, Alfamaret and Basmalah. As well as being a threat, Madura Shop also have to face it as business competition. Where competition will give rise to conflicts and challenges that require strategies to continue to survive between Indomaret, Alfamaret and Basmalah. Where all three are modern and have their own products. Meanwhile, Madura Shop is very traditional.

The challenge of Madura Shop must also faced by the Ministry of Cooperatives-UKM. Madura Shop are prohibited from operating 24 hours to comply with local regulations, due to complaints from minimarket owners, who feel they are being competed because Madura Shop in Bali can operate 24 hours. This rule is Article 4 of Regional Regulation Number 13 of 2018 which states that minimarkets, hypermarkets, department stores and supermarkets have operating hours regulations.

In contrast to the Chairman of the Central Leadership Council of the Indonesian Market Traders Association (IKAPPI), the Ministry of Cooperatives and SMEs should actually side with MSMEs and not prohibit their operations, because the turnover of Madura Shops will circulate in their respective regions and will encourage efforts to improve the regional economy. and the Ministry of Cooperatives and SMEs should facilitate capital or development of the work patterns already carried out by the Madura stall. This operational hours regulation is detrimental to Madura Shop business owners. So far, Madura Shop have survived with operational hours which are known to be open 24 hours. If the operational hours are regulated, this could put the Madura Shops business out of business.

This Strengthening mentoring activity provides several useful values both theoretically and practically as follows: 1). Understand strategic management theory and how to create creative or competitive business strategies, and 2). Creation of economic independence and harmonious social behavior between Madura Shop and small communities who can afford to buy retail at affordable prices.

METHOD of COMMUNITY SERVICE

Departing from the reality and phenomenon of the Madura Shop community around the Sehani sub-district area in business competition with Indomaret, Alfamaret and Basmalah shops, it is necessary to provide assistance using the Asset Based Community Development approach (hereinafter referred to as ABCD), which is a service approach that empowers existing assets owned by a community. The aim of this ABCD approach is to strengthen the strategic management of the Madura Shop community around the Sehani sub-district area in business competition with Indomaret, Alfamaret and Basmalah shops.

This Asset Based Community Development approach focuses on assisting in strengthening the strategic management of the Madura Shop community around the Sehani sub-district area in business competition with Indomaret, Alfamaret and Basmalah shops and can raise the human resources of the Madura stall community so that they can create competitive business strategies and develop Madura Shop so that their families become prosperous.

In carrying out these community service activities, an established, systematic and directed effort is required. Therefore, team collaboration must be carried out as well as possible so that the implementation objectives can be realized optimally. Coordination with various related parties is the key to the success of a program which of course must also be taken seriously.

Initial assistance was provided to the Madura warung community in the Sehani sub-district area, including assistance to strengthen strategic management. After assistance and follow up. This is done according to the framework explained in the following table:

Strengthening the strategic management of the Madura warung community around the Sehani sub-district area in business competition

Logical Hierarchy	Indicator	Indicator Verification Tool	Assumption
Goal	Strengthening the strategic management of the Madura warung community in facing business competition	Monitoring and observing the strategy of the Madura warung community in facing business competition	Conducting life skills training on strategic management of the Madura warung community in facing business competition

Purpose	Ability to manage life skills, strategic management of the Madura warung community in facing business competition	Monitoring and mentoring in life skills training for strategic management of the Madura warung community in facing business competition	The mentoring process will be able to provide knowledge and skills facilities for the Madura warung community in facing business competition
Output	Awareness of the importance of developing one's potential with one's talents so as to create creative business strategy management	Follow up on the implementation of mentoring by providing the opportunity to consult with the service team and experts.	The nuances of life skills are increasing and are right on target.
Activities	Ability to design creative strategies for Madura Shops in selling	Follow-up plan and assistance. Making creative strategies for Madura Shop in selling	The Madura warung community recognizes that prosperity will increase by implementing creative strategies in selling

As explained above, the framework shows that mentoring aims to strengthen the strategic management of the Madura Shop community in facing business competition. The purpose of this assistance is to provide sufficient provision with the asset base owned by the Madura Shop community to manage sales strategies in facing business competition.

To facilitate the implementation of assistance to strengthen the strategic management of the Madura Shop community in facing business competition, it is necessary to organize stakeholders and parties related to this service by strengthening the strategic management of the Madura Shop community in facing business competition. The stakeholders and their roles can be classified as follows:

Stakeholder	Experience/Skills	Interest	Role
Sebani Village Head	Administrators and Policy Makers at the Urban Village Level	Creates Sales Management	Encouraging and guiding the importance of sales strategy management
Managers of Neighborhood Associations and Residents' Associations	Manager and policy maker level Managers of Neighborhood Associations and Residents' Associations	Competence in utilizing sales strategy management knowledge	Accompanying and training Madura Shop to create sales strategies
STAI Al-YASINI Lecturer	Mentoring and Empowerment	Competence in the community service process	Assisting in the community service process
Sales strategy management training	Regular technical training in stalls	Support the Madura Shop community	Providing data and assisting in the mentoring process Strengthening sales strategy management

The strategy above shows that partnership is important and main in the mentoring process, where the team is only the facilitator and the strategy-making trainer is the speaker. All action plans or Action Plans can be implemented well if communication is created with partners and of course other parties which cannot be ignored.

In implementing the Mentoring program to strengthen the sales strategy management of Madura Shop, it is necessary to pay attention to appropriate action strategies so that the implementation process can be effective and previously established expectations. The form of Action Strategy in this service is as follows:

1. Building Partnerships

In building partnerships, this mentoring tries to collaborate with several parties including STAI Al-Yasini lecturers. The STAI Al-Yasini Service Team consisting of HES Study Program lecturers as motivators and facilitators. The partnership building program aims to realize the hopes as stated in the expected Assistance Conditions. The forms of these activities are as follows:

- a. Clarify the differences in conditions between Madura food stalls and food stalls.
- b. Encourage Madura Shop to assist in creating sales strategies that are more comfortable in the community, by forming a mentoring formulation team.
- c. Determine the time, place and participants who can be contacted so that the mentoring process can run smoothly and effectively.
- d. Collect data on Madura Shop as participants and trainers as a team of experts to create management strategies that can help implement this assistance.
- e. Developing an information system so knowledgeable sellers at Madura Shop can clearly understand the direction of training and output that meets expectations.

2. Planning

Planning is referred to in this strategy, to get a firm and clear picture to carry out a series of strategic plans for the mentoring process to be right on target. In this planning process, the following things are needed:

- a. Data Collection and Analysis

The data collection is intended to obtain important information regarding the condition of Madura Shop in the Sebani sub-district area, especially sales problems and competition that lack skills and strategies to suit its objectives. After the data is collected, it is necessary to analyze the data regarding the information that has been collected to provide appropriate action.

- b. Survey of Madura Shop.

The survey of Madura Shop in the Sebani sub-district area was carried out openly or privately so that the data collected was clear, correct and precise. A series of instruments are needed to support this process to facilitate assistance activities for Madura Shop. Asset mapping is needed

to find out the number of assets and potential that Madura Shop have, both in the form of physical objects such as Madura Shop and the staff or personnel of the stall sales staff, which of course is an appropriate place to carry out this assistance where the service team functions as a facilitator in assisting the activities.

3. Community Participation

Community participation is intended to invite training groups in order to improve the independent creative economy.

4. Implementation and evaluation

The implementation element is carried out by forming training groups, mentoring and participation of all groups in carrying out activities appropriately. This implementation must be in accordance with the planning framework that has been made involving related parties as previously explained.

Next, an evaluation is carried out to measure the effectiveness of the implementation of the mentoring and material that has been delivered by the business strategy management trainer. This evaluation can be in the form of Madura Shops who do not understand the material or practice in conducting training, the effectiveness of assistance in delivering material that must be mastered in a coherent manner.

5. Monitoring and Follow Up

Monitoring and follow up are carried out to ensure that the mentoring process does not experience obstacles by completing and serving every need that is attended by the Madura stall. Monitoring will be carried out during the mentoring process, while follow-up will be carried out after the mentoring process is completed by specifically following up on Madura Shop that have not yet been completed in overcoming sales problems and business competition. The strategy as explained above basically requires a dedication process to carry out the goals stated in the assisted situation. Therefore, the form of the strategy above can be described as follows:



Implementing service programs requires relevant strategies to create plans that can be realized optimally. The techniques used in this business strategy management assistance are as follows:

1. Conduct a needs analysis regarding the level of need for Madura Shops in business or sales competition.
2. Design a strategy management training assistance model by preparing materials and several trainings to be implemented in front of Madura Shop.
3. Prepare the materials and equipment needed during the mentoring activities.
4. Deliver material directly and provide examples and models related to the use of business competition strategic management by strategic management trainers.
5. Guide Madura Shop to carry out sales strategies starting from the motivation that must be understood then continue with training to create various sales strategies until they are used to carrying out and creating creative business or sales strategies
6. The steps taken in this assistance combine the delivery of material and various matters related to strengthening business strategy management as well as assistance in implementing strengthening business strategy management which can be developed independently to be implemented by each Madura stall in their respective stalls. Getting used to this business or sales strategy requires Madura Shop to be creative and prosperous.

The implementation of mentoring does not only involve presenting material at the shop, but also how to prepare strategies for what will be taught by the trainer to be able to carry out business strategy management exercises. Apart from that, Madura stall sellers also gain knowledge about a set of rules and systems that must be built when designing and implementing sales strategies. Therefore, this assistance will be provided on an ongoing basis with several meetings starting from basic material to sufficient level as well as a follow-up on the ability to make chips and other skills that have been mastered.

Meanwhile, to complement the strategies used in mentoring, an activity program has been prepared that can invite the participation of all business strategy management trainers. The implementation of the cycle is as follows:

1. Assistance with business strategy management

In this stage, the service team will communicate with expert lecturers in the field of business strategy management in order to obtain real benefits for the Madura stall. This assistance input is specifically for Madura Shops that have many sales and competition problems.

2. Implementation of business strategy management

In this service, the plan needed for Madura Shop Sehani uses a deepening understanding of business strategy management

3. Implementation in the field.

After planning and conducting business strategy management training as the first skill in increasing sales and competition, then it needs to be implemented in learning at Madura Shop. In this case, Madura Shop is a participant to take part in every strategy that is currently in focus.

4. Evaluate the achievements of implementing business strategy management.

The fourth final cycle is an evaluation of all processes that have been carried out together. Implementation does not necessarily lead to an increase in sales quality, but Madura Shop only help with sales and competition issues.

After providing business strategy management assistance for Madura Shop. So the picture is obtained that the Madura stall has business strategy management training carried out to improve sales and competition as a motivation to develop the Madura stall. Therefore, the system of design, implementation and evaluation must be truly adjusted.

DISCUSSION

The impact of mentoring on the strategic management of the Madura stall business in Seban sub-district, Pasuruan City is very satisfying. This activity was supported by the Seban Village Head and was enthusiastically welcomed by residents and their RT and RW. This assistance first begins with direct observation in the field. This observation aims to determine Madura Shop sales patterns, social relations, religion, education, and Madura Shop sales strategies in daily life.

From the results of these observations, we obtained some data about the conditions and problems that Madurese food stalls often face, as well as their daily life patterns, so that the temporary general conclusions we can get include:

- a. Madurese people have a strong character embedded in them, so that many people achieve success. Not only that, Madurese people also spread to various regions and abroad to migrate, they also gained economic success.
- b. Madurese people have a hardworking and ambitious character. One proof of this is migrating to other areas. They are willing to migrate to various regions and even abroad in order to achieve success.
- c. In the social life of the community, Madurese people have a philosophy that is held to this day, namely "Asapo angen abhental ombha, apajung prayer mat" (covered by the wind, cushioned by waves, and with an umbrella prayer mat) which means that Madurese people must be persistent in trying, have a business spirit, and adhere to firm in religion. This philosophy is in accordance with the character of Madurese people who are known to be tenacious in their work.
- d. Madura peoples are known to have excellent communication skills with everyone, are good at

selling and negotiating with buyers. Of course, this cannot be separated from the character of Madurese people who have high attitudes and solidarity.

- e. Madura peoples are popular for their observant nature in seeing opportunities so that many businesses or ventures owned by Madurese people are successful. Opportunities are usually created from observation and experience.

Second, from the results of these observations, we then continued by conducting direct interviews with the community to find out the problems they faced in detail. Meanwhile, we conducted interviews either formally (coming to visit the Madura stall) or informally (carried out when buying goods at the Madura stall). From several interviews with Madura Shop owners, we got some data about some of the problems they often face and make them anxious. In general, the problem is that the Ministry of Cooperatives is siding with minimarkets by prohibiting them from opening 24 hours because of minimarket competition.

This means that the impact of change that can be obtained from management assistance. The strategy of Madura Shop in selling and facing competition, starting from observations, interviews, is an effort to create solidarity between the residents of Sebani sub-district and Madura Shop so that there is harmony and prosperity, thereby automatically strengthening this independent social economy. It does not have an impact on Madura Shop alone but on Community Solidarity in the Sebani sub-district, which Emile Durkheim usually calls Mechanical solidarity, namely a sense of solidarity based on a collective consciousness. The form of solidarity depends on each individual having the same characteristics and adhering to the same beliefs and normative patterns. Mechanical solidarity usually emerges from the countryside. This is because solidarity will be built in groups of people who are still simple. With the implementation of the strategy management strengthening program for Madura Shop, this has an impact on the sales of Madura Shop, changes in society and a positive image occur, this social change is as stated by Talcott Parsons in his theory AGIL (adaptation, goal, integration and latency).

Structural functionalism is a theory whose understanding of society is based on organic systems models in biology. This means that functionalism sees society as a system of several parts that are interconnected with each other. A part cannot be understood apart from the whole. Thus, in the functionalist perspective there are several functional requirements or needs that must be met so that a social system can survive.

Functional structural theory discusses human behavior in the context of organizations (society) and how this behavior is in a state of balance in the organization/society. The fundamental problem experienced by every social organism is how to survive and the interaction patterns between subsystems that occur within it to maintain the integrity of the system. Social order is the norm of a system. If chaos then occurs, there will be an adjustment process and mechanism and eventually it will return to normal conditions.

Talcott Parsons gave birth to the functionalist theory of change. In his theory, Parsons analogized social change in society to the growth of living creatures. The main component of Parsons' thinking is the process of differentiation. Parsons argued that every society is composed of a set of subsystems that differ based on their structure and based on their functional meaning for the wider society. When society changes, generally that society will grow with better abilities to deal with life's problems. It could be said that Parsons belongs to a group that views the process of change optimistically.

The basic assumption of the theory of structural functionalism is that society becomes a unity based on the agreement of its members on certain values that are able to overcome differences so that society is seen as a system that is functionally integrated in a balance. Thus, society is a collection of social systems that are interconnected and interdependent.

Talcott Parsons is a contemporary sociologist from America who uses a functional approach in looking at society, both regarding its functions and processes. Apart from being colored by the orderliness of society in America, his approach was also influenced by the thoughts of Auguste Comte, Emile Durkheim, Vilfredo Pareto and Max Weber. The above is what causes Talcott Parsons's functionalism theory to be complex.

The theory of Structural Functionalism has a background in assuming the existence of similarities between the life of biological organisms and social structures and holds the view of order and balance in society. Parsons' Structural Functionalism Theory expresses an optimistic belief in change and continuity of a system. However, Parsons' optimism was influenced by America's success in World War II and the return to glory after the severe depression. For those who live in a system that seems worrying and is then followed by further change and development, the optimism of Parsons' theory is considered correct.

In categorizing actions or classifying types of roles in social systems, Parsons developed five (5) schemes which are seen as the main theoretical framework in social system analysis. The five (5) schemes are:

- 1) Affective versus Affective Neutrality, meaning that in a social relationship, people can act to satisfy affection (emotional needs) or act without this element (neutral).
- 2) Self-orientation versus Collective-orientation, meaning, in relationships, the orientation is only towards oneself or pursuing personal interests. Meanwhile, in a collectively oriented relationship, these interests are dominated by the Universalism versus Particularism group, that is, in a universalistic relationship, the actors relate to each other according to criteria that can be applied to everyone. Meanwhile, in a particularistic relationship, certain measures/criteria are used.
- 3) Quality versus Performance, meaning that this Quality variable refers to ascribed status (group membership based on birth/congenital birth). Meanwhile, performance (achievement) means

achievement, which is what someone has achieved.

4) Specificity versus Diffuseness, meaning that in a specific relationship, individuals relate to other individuals in limited situations.

According to Talcott Parsons, society as a social system must have at least four imperative functions which are also characteristics of a system. These four imperative functions are known as AGIL which is an abbreviation of function A (Adaptation); G (Goal Attainment = goal achievement); I (Integration); and L (Latent Pattern Maintenance).

Adaptation refers to the system's ability to guarantee what it needs from the environment, as well as distributing these resources throughout the system. In other words, the functional prerequisites include: (1) every system must adapt to its environment (adaptation) so that it is entirely functional, (2) every system must have tools to mobilize its resources in order to achieve goals, and thereby achieve gratification (goal). attainment), (3) every system must maintain internal coordination of its parts and build ways that are related to division or must maintain its unity (integration), (4) every system must maintain itself as far as possible in a balanced state in accordance with several rules and norms (latent pattern maintenance).

These four similarities are found in all systems, whether biological, social or psychological. Parsons emphasized that the four-function scheme is firmly embedded in every basic living system at all levels of organization and levels of evolutionary development, from single-celled organisms to the highest human civilization.

CONCLUSION

Assistance in strengthening management. The Madura stall sales strategy in the Seban sub-district has had the impact of positive changes, including not only having an impact on Madura Shop, but also creating solidarity among Seban residents to care about the local social economy. The implementation of the sales strategy management strengthening program has an impact on increasing human resources, creativity and welfare of the Madura stall and its surroundings, and changes in society that are more solid and have a positive image towards social change.

After carrying out assistance to strengthen the strategic management of the Madura stall and seeing the results obtained, the companion advised all sellers at the Madura stall to continue to be creative in sales and compete. The next suggestion for the Ministry of Cooperatives-UKM government as the holder of public policy is to facilitate and provide business capital for people who have clontong shops or Madurese food stalls that have demonstrated their economic creativity. Clontong shop sellers really hope for this for the smooth running of the economy and community welfare, because their talents must be supported by capital injections so that they can develop well.

Mentoring Activity Schedule

Meanwhile, the time allocation as stipulated in the service technical guidelines "Strengthening strategic management of the Madura stall community around the Sebanu sub-district area in business competition" is as follows:

No	Activity	August-September 2024															
		Week 1				Week 2				Week 3				Week 4			
1	Needs Analysis	■															
2	Mentoring Design I		■	■													
3	Implementation of Assistance				■												
4	Follow Up Mentoring				■												
5	Mentoring Design II					■	■										
6	Implementation of Assistance							■									
7	Follow Up Mentoring							■									
8	Mentoring Design III								■	■							
9	Implementation of Assistance										■						
10	Follow Up Mentoring										■						
14	Devotion Evaluation											■					
15	Report Preparation												■	■	■	■	
16	Report Submission																

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