

THE MANAGEMENT STRATEGY OF SUGARCANE BUSINESS AS AN EFFORT TO INCREASE PG. MARITJAN KEDIRI'S REVENUE

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ABSTRACT

The sugar industry's productivity is currently low because it is burdened with high overhead costs. Many sugar factory machines are old/antiquated, and sugar factory management is still inherited from the colonial era. The aim of this research is to find out sugar cane business management strategies as an effort to increase PG income Maritjan Kediri. A type of qualitative research that produces written or verbal descriptive data and observed behavior. The place where this research was carried out was in PG. Meritjan Kediri This research activity will be carried out for 2 (two) months, from February to March 2024. The research location chosen is the PG Meritjan sugar factory located within the PT. Sinergi Gula Nusantara with the consideration that PT Sinergi Gula Nusantara is a State-Owned Enterprise (BUMN) which has a sugar factory (PG) in East Java. This research uses primary data with sources consisting of farmer informants and Assistant Plant Managers. The analysis method uses SWOT analysis and Quantitative Strategy Planning Matrix (QSPM). SWOT analysis is a data analysis method used in this research using SWOT analysis. Research result are strategic factors in PG Management Strategy. Meritjan, namely; Internal strength factors include: (1) PG program planning. Meritjan is more participative; (2) The implementation of the sugar factory program is well coordinated with the role of the PG Sugarcane Farmers Cooperative. Meritjan; and (3) Well-coordinated evaluation.

Keyword: *Effort to Increase revenue, Management Strategy, Sugarcane Business*

INTRODUCTION

Sugarcane productivity is almost close to 140 tons/ha and crystal productivity is close to 18 tons/ha, much higher than the current productivity of sugarcane and crystals which is only around 78 tons of sugarcane/ha and 6 tons of crystals/ha (Lestari, 2021). The sugar industry's productivity is currently low because it is burdened with high overhead costs. Many sugar factory machines are old/antiquated, and sugar factory management is still inherited from the colonial era. Sugar factories seem exclusive with feudalistic management and lifestyle. Apart from the disorganized sugar trade system, coordination is also not working. Imports of raw sugar and the seepage of refined sugar into the public market are making the situation even worse. In fact, so far, farmers and the sugar industry have only relied on their own funds for revitalization so they have not developed. In order to achieve self-sufficiency in sugar, there is no other way except to stop imports and help procure sugar cane seeds and increase the revitalization of sugar factories (Nurcahyo, 2011).

Increasing sugar cane production also increases the income of companies and sugar cane farmers. There are still many obstacles that arise, so that sugar cane and sugar face many problems

in the field, including planting, transportation and marketing. The objectives of farming are different, some are aimed at maximizing profits (commercial farming). The existence of an agribusiness subsystem that can be carried out between farming actors regarding mutually beneficial relationships or related cooperation, so that it can be a reason for both parties to enter into a cooperative partnership relationship (Lestari, 2021).

The development of sugar factories reflects the development of the sugar industry. The performance of the national sugar industry cannot be separated from the situation and conditions of the sugar industry in East Java, as the main producer of sugar in Indonesia, around 41% of total national sugar production or 74% of total Javanese sugar production comes from East Java. Of the approximately 58 sugar factories (PG) still operating in Indonesia currently, 31 of them are in East Java. East Java is actually a barometer for the national sugar industry, so the picture of the decline of the national sugar industry is also a reflection of the East Java sugar industry. One of the national sugar industries in East Java is the sugar factory (PG) within PTPN Sugar cane is planted in an area of 65,320 ha of rice fields and dry land, consisting of its own sugar cane area of

2,857.10 ha and the people's sugar cane area of 62,462.90 ha. In 2016, there were 10 sugar factories in East Java operating within the PTPN (Wibowo, 2007).

According to Setyawati et al (2016), the performance of sugar factories within PTPN This can be proven by comparing the performance indicator values for each PG with the Best Management Standards (SPT) indicator values. The value of each performance indicator in each PG is still below the SPT indicator value. Even though the Milling Extraction (ME) value for each PG is still below the standard for good milling (95%), the average ME value is 92% and this almost reaches the efficiency value. The aim of this research is to find out sugar cane business management strategies as an effort to increase PG income. Maritjan Kediri

RESEARCH METHODS

A type of qualitative research that produces written or verbal descriptive data and observed behavior. Qualitative research is used to examine natural objects, as a key instrument, data source sampling is carried out purposively (determining samples with certain considerations) and snowball, triangulation (combined) collection techniques, data analysis is inductive, and the results emphasize the meaning of generalization (Sugiyono, 2011). This research describes the sugar cane business management strategy as an effort to increase PG income. Maritjan Kediri.

The place where this research was carried out was in PG. Meritjan Kediri This research activity will be carried out for 2 (two) months, from February to March 2024. The research location chosen is the PG Meritjan sugar factory located within the PT. Sinergi Gula Nusantara with the consideration that PT Sinergi Gula Nusantara is a State-Owned Enterprise (BUMN) which has a sugar factory (PG) in East Java. This research uses primary data with sources consisting of farmer informants and Assistant Plant Managers. Data collection was carried out using primary sources, namely; Data sources obtained directly from the field are called primary data, while secondary sources are data obtained from other relevant sources, for example government agencies, called secondary data (Supriana, 2016).

The analysis method uses SWOT analysis and Quantitative Strategy Planning Matrix (QSPM). SWOT analysis is a data analysis method used in this research using SWOT analysis. Rangkuti (2015), explained that SWOT analysis compares internal factors of strengths and

weaknesses with external factors of opportunities and threats. Furthermore, Erwin Suryatama (2014), explained that SWOT is an abbreviation for Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T). SWOT analysis itself has the aim of separating main problems and facilitating a strategic approach in a business or organization.

RESULTS AND DISCUSSION

Kediri City is one of 38 districts/cities in the East Java Province. If we look at its area of 67.2 km², Kediri City is the 6th smallest city in East Java Province. Kediri City is located in the central part of East Java Province and borders Kediri Regency. Astronomically, Kediri City is at 111°05' - 112°03' East Longitude and 7°45' - 7°55' South Latitude. Kediri City is a lowland area with an average height of 71 m above sea level. The western and eastern areas of Kediri are divided by the Brantas River. The area west of the river is the Mojoroto District. Meanwhile, the area east of the Brantas river is the Islamic Boarding School District and Kota District.

Discussion

Efforts to increase the income of PT Sinergi Gula Nusantara (PG. Meritjan), as follows:

1) Participatory Planning Management Strategy / Bottom-up planning based on a group of participants, Sugar Cane Working Partners with PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri.

PT. Participatory Planning Management Strategy Implementation Activities. Nusantara Sugar Synergy (PG.Meritjan), Kediri held a meeting in the context of a participatory planning strategy, namely; synchronize data on fertilizer needs of farmer groups at the research location with existing data in E Allocation of Fertilizer and Simluh in the District and PT Cooperative Employees. Nusantara Sugar Synergy (PG.Meritjan), Kediri. So that the needs for adequate production facilities for sugar cane farmers are increasingly real and really come from the bottom (sugar cane farmers).

1) Management Strategy for Organization/Institutional Structuring of Sugarcane Farmers and KPTRI Cooperative and PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri in management in Technical Guidance involves activity stakeholders so that implementation in the field can be better.

Function of Organizing/Institutional Structuring Sugarcane Farmers PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri in Technical Guidance, carried out by Young Plant Assistants, such as

assistance and supervision in establishing cooperation with PT. The synergy between Gula Nusantara (PG. Meritjan), Kediri and sugar cane farmers, was carefully discussed with the activity stakeholders.

According to the majority of respondents, sugar cane farmers and Young Plant Assistants have been implemented in the form of mentoring and each Sugar Factory program is discussed by Young Plant Assistants with sugar cane farmers starting from the initial process of cultivating sugar cane plants until harvest. Apart from that, it is also carried out consistently and continuously, the development of sugar cane varieties, mechanization of agricultural processing, cost efficiency, increased productivity, sugar yield using hand refractor monitoring tools, suitability of planting and harvest schedules, as well as the benefits of technical guidance for sugar cane farmers are very useful.

Activities for Implementing Strategies for Organization/Institutional Structuring of Sugarcane Farmers by Young Crop Assistants in Technical Guidance for cultivating sugarcane until harvest with socialization material for Technical Guidance for cultivating sugarcane until harvest. So that the collaboration carried out by PT. The synergy between Gula Nusantara (PG.Meritjan), Kediri and sugar cane farmers, is getting better.

Activities to implement the organization of Farmer institutions at PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri, by Young Plant Assistants in Technical Guidance for sugarcane cultivation and at farmer group meetings in an effort to increase PG income. Meritjan and, touched sugar cane farmers and their families.

2) Implementation Management Strategy Implementation (Moving/Implementing) PT's well-coordinated sugar factory program. Synergy of Nusantara Sugar (PG. Meritjan), Kediri with Sugarcane Farmers in Determining Planting and Harvest Schedules.

PT. Nusantara Sugar Synergy (PG. Meritjan), together with KPTR, Sugarcane Farmers in the Implementation Management Strategy (Moving/Implementing) with sugarcane farmers in determining planting and harvest schedules. This can be done through analysis carried out by PT. Synergy Gula Nusantara (PG. Meritjan), together with KPTR, Sugarcane Farmers in monitoring the harvest schedule using a hand refractor tool, according to the maturity level of the sugarcane plants.

According to most sugarcane farmer respondents and Young Crop Assistants, in

determining planting and harvest schedules, namely; by adjusting the planting schedule simultaneously with the harvest schedule and the mill cutting schedule, namely; PT. Nusantara Sugar Synergy (PG. Meritjan), together with KPTR, Sugarcane Farmers provide direct guidance by Young Crop Assistants together with KPTR, Sugarcane Farmers go directly to the field when determining planting and harvest schedules. Meanwhile, indirect guidance is carried out through WhatsApp group applications, field visits and home visits. Next PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri through the Young Crop Assistant, also encourages and facilitates sugar cane farmers to make improvements and improvements in sugar cane cultivation, so that the productivity of sugar cane plants and the yield of sugar cane plants in the field can increase.

Activities to implement (Move/Implement) the sugar factory program by the Young Plant Assistant in determining the sugarcane planting and harvest schedule in an effort to adjust the harvest schedule according to the age of the plant and the maturity level of the sugarcane plant. So that PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri is performing well and sugar cane farmers are increasing their income, and their activities are starting to show in determining sugar cane planting and harvest schedules.

The atmosphere of the discussion of the implementation meeting activities (mobilizing/implementing) the sugar factory program by the Young Plant Assistant discussed determining the schedule for planting and harvesting sugar cane, with the hope that PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri as the organizer of the meeting in implementing the implementation management strategy (Moving/implementing) the sugar factory program with sugar cane farmers, took place in a relaxed and enthusiastic manner, with the hope that the collaboration with sugar cane farmers would run successfully and smoothly.

3) Management Strategy for Implementing Monitoring, Evaluation, and Reporting by PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri with Sugarcane Farmers in Implementing Cutting and Carrying Milling.

According to the majority of sugarcane farmer respondents and Young Crop Assistants, the implementation of cutting and transporting has implemented monitoring, evaluating and reporting together with PT. Nusantara Sugar Synergy (PG. Meritjan), together with KPTR, Sugarcane Farmers make efforts to adjust the cutting schedule to the

maturity of the sugarcane, namely plant age of approximately 1 (one) year and brix 20. Direct guidance is carried out by means of Young Plant Assistants going directly to the field just before harvest. Meanwhile, indirect guidance is carried out through the WhatsApp group application, the Zoom Meeting application. Next PT. Nusantara Sugar Synergy (PG. Meritjan), together with KPTR, Sugarcane Farmers, is making efforts to encourage and facilitate sugarcane farmers to make improvements and improvements in sugarcane cultivation, so that the productivity of sugarcane plants and the yield of sugarcane plants in the field can increase. Apart from that, with the existence of an SPTA (Letter of Tebang Transport) whose function is to introduce sugar factories and have a contract, and the milling process runs regularly in accordance with the expectations of sugar cane farmers and PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri.

Bariroh's (2007) research results concluded; (1) Management strategies implemented between PG. Kremboong and sugar cane farmers collaborate, based on the results of the analysis of the relationship between production and marketing contracts, which leads to a vertical coordination strategy due to PG. Kremboong in decision making tends to be centralized, especially in the production process. But the results obtained by Strategy Management in the form of informal collaboration benefit both parties. This is proven by the existence of a relationship of "mutual interest", sharing of benefits, sharing of information that is open, stable and not free between both parties. So if the decision is more free, that is, it is not dominant between one party, the income that farmers can receive is greater; (2) The level of income, income and total production costs of cooperative farmers' farming is higher than that of non-partnership farmers. So from the existing Management Strategy it can be concluded that the Management Strategy carried out between cooperative sugar cane farmers and PG. Kremboong has been able to increase the income of sugar cane farmers.

Implementation of activities for cutting and transporting sugar cane plants carried out by PT. Synergy Gula Nusantara (PG.Meritjan), Kediri in an effort to improve the services of Young Sugar Factory Plant Assistants, as field officers, is expected to be a place for consultation between sugar cane farmers and sugar factories, so that sugar cane farmers can immediately solve the problems they face quickly. So that the services of

the Young Sugar Factory Plant Assistant are increasingly visible.

Management Strategy PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri with Sugarcane Farmers in the Profit Sharing and Rendezvous System Functions of PT. Nusantara Sugar Synergy (PG. Meritjan), Kediri in Management Strategy with Sugarcane Farmers in the Profit Sharing and Rendement System. Sugar cane yield is the sugar content contained in sugar cane.

Based on the definition, yield is the number of kilograms of sugar crystalline crystals formed from each quintal of milled sugar cane. The high and low sugar content/yield is influenced by three factors; (1) Cultivation; (2) Logging and hauling; and (3) Processing (Supriadi, 1992 in Manalu, 2006).

According to the majority of sugarcane farmer respondents and Young Plant Assistants, in the implementation of the Profit Sharing and Rendezvous System, which is carried out by PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri, among others; The profit sharing system is very in line with the expectations of sugar cane farmers, and the yield determination is also quite good; the average sugarcane farmer hopes for a fast sugarcane purchasing system, a short-term purchasing system, even though SBH is more profitable, but the money is waiting too long; yield calculation is more open (Rendement > 7.10-7.50 is the formula $R \times 70\%$, and Yield > 6.00-7.00 is the formula $R \times 70\% - 014$); The yield value corresponds to the BBT sent; and the results of interviews with sugar cane farmers show that the yield value this year is better than last year. Furthermore, the Dkombang Baru Sugar Factory provides routine and continuous guidance and assistance, thereby creating business agreements, increasing the yield and income of sugar cane farmers. PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri also plays a role in regularly informing sugar prices which can be the basis for transactions between businesses, increasing yields and income for sugar cane farmers. Factory with sugar cane farmers.

The activities of the Young Plant Assistant are in the profit sharing and sugar yield system, so that sugar cane farmers can immediately understand the profit sharing and sugar yield system well. So that PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri as factory manager and sugar cane farmers as business partners, is increasingly harmonious.

This is in line with the research results of Manalu, et al., (2006), that the yield problem is not

the only cause of the decline in national sugar production, but this problem is directly related to farmers' income. It is appropriate to measure yields correctly and transparently, so that farmers' trust in PG can be restored, so that it can increase farmers' motivation to carry out sugarcane cultivation properly. Both PG and farmers should carry out good and correct procedures in carrying out their respective responsibilities, namely sugar cane processing is PG's responsibility, and plant cultivation is the responsibility of sugar cane farmers, this is in line with the principles of good corporate governance.

Model of Strategic Factors in PT Company Management. Nusantara Sugar Synergy (PG.Meritjan), Kediri, can be explained as follows:

1) Internal Factor Analysis

Overview of internal factors, including: Strategic strengths and weaknesses in Company Management with PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri in Increasing the Acquisition of Sugarcane Raw Materials, including:

2) Strength (Strength)

- a. Participatory planning of the PT sugar factory program. The synergy between Gula Nusantara (PG. Meritjan) and sugar cane farmers is more participatory;
- b. Organization in implementing the PT sugar factory program. The synergy between Gula Nusantara (PG. Meritjan) with sugar cane farmers and the People's Sugar Cane Farmers Cooperative (KPTR) is well organized;
- c. The implementation of the sugar factory program is well coordinated with the role of the PT Sugarcane Farmers Cooperative. Nusantara Sugar Synergy (PG. Meritjan), in supporting agribusiness;
- d. Evaluation, Monitoring and Reporting of the sugar factory program coordinated with the PT Sugar Cane Farmers Cooperative. Nusantara Sugar Synergy (PG. Meritjan), in supporting agribusiness well;
- e. PT synergy. Nusantara Sugar Synergy (PG. Meritjan), with sugar cane farmers and the Kediri City Agriculture and Resilience Service;
- f. Work experience of PT employees. Nusantara Sugar Synergy (PG. Meritjan), Kediri over 10 years;
- g. Increasing the added value of sugar cane products;
- h. Sugarcane commodities include 9 (nine) main national strategic commodities;

- i. The willingness of sugar cane farmers to implement innovation is quite high; And
- j. Location of PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri in the middle of Kediri city;

3) Weakness

- a. Small sugar factory milling capacity;
- b. Young Plant Assistant Human Resources/Sugar Factory Employees > 40 years old who lack IT skills;
- c. PT performance. Nusantara Sugar Synergy (PG. Meritjan), Kediri is not yet good;
- d. High depreciation costs for the Sugar Factory;
- e. The quality of sugarcane cultivation is still considered low;
- f. Sugarcane farmers do not yet have an agribusiness orientation;
- g. Low quality of human resources for sugar cane farmers;
- h. Long sugarcane planting period of approximately 12 months; And
- i. Limited budget for sugar factory revitalization.

4) Analysis of External Factors

The following is a description of external factors, including: opportunities and threats. Management Strategy for Sugarcane Farmers with PT. Nusantara Sugar Synergy (PG.Meritjan), Kediri in Increasing the Acquisition of Sugarcane Raw Materials, including:

5) Opportunity (Opportunity)

- a. Location of PT. Sinergi Gula Nusantara (PG. Meritjan), close to Dhoho Airport, Kediri, East Java;
- b. PT's external environment. Nusantara Sugar Synergy (PG. Meritjan), Kediri which is conducive;
- c. Sugar prices tend to be high, thus providing business space;
- d. There are sugarcane farmers who are still loyal to sugarcane farming;
- e. PT sugar products. Nusantara Sugar Synergy (PG.Meritjan), Kediri has an SNI certificate and an MUI Halal Certificate to face the global market;
- f. Management of PT. Sinergi Gula Nusantara (PG.Meritjan), Kediri has Quality Management System and Environmental Management System Certification;
- g. Availability of freeway access (toll road) Kediri-Kertosono and Kediri-Tulungagung;

- h. Revitalization of PT. WWTP machines and facilities. Nusantara Sugar Synergy (PG.Meritjan), Kediri improves sugar quality;
 - i. Availability of sugar cane raw materials around Kediri Raya;
 - j. Factory capacity is quite high / queue days for cutting schedules are getting shorter; And
- 6) Threats
- a. Entry of imported refined sugar products;
 - b. The number of conversions of agricultural land into factories/settlements/toll roads;
 - c. Subsidized fertilizers are increasingly limited, both in quantity and type;
 - d. Minimal regeneration of sugar cane farmers;
 - e. Transactional sugar cane farmers (easily tempted by momentary profits, ignoring existing cooperation commitments);
 - f. Unclear sugar trading procedures;
 - g. The work area coincides with KTM, LS, TK, and GK;
 - h. Total TAD is less than 25%;
 - i. Sugar prices fluctuate; And
 - j. Uncertain agricultural climate.

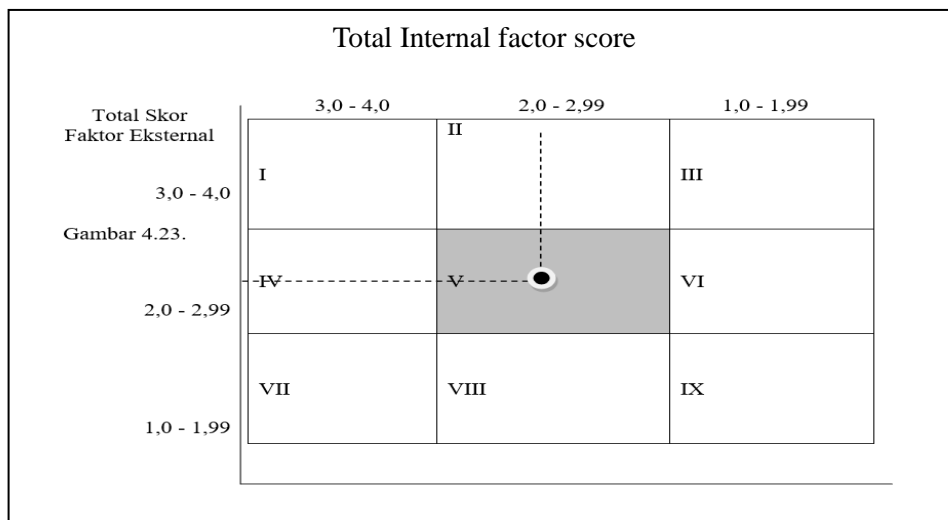


Figure 1. Internal External Management Strategy Matrix as an Effort to Increase PT's Revenue. Nusantara Sugar Synergy (PG. Meritjan), Kediri

In matrix image 1, the coordinate meeting point between internal and external factors is obtained so that the results of the internal external matrix are in cell V, namely Growth and Stability. In this matrix position, the organization can choose to carry out a concentration strategy through horizontal integration or to carry out a stability strategy or not make changes to the direction of the strategy that has been implemented. After carrying out the IFE and EFE analysis, the factors obtained from each analysis are entered into the SWOT matrix to be combined. The use of this matrix aims to formulate alternative strategies by combining opportunities and threats that can be faced with the strengths and weaknesses that exist in the development of sugar cane cultivation in Kediri City. Finally, an alternative strategy is obtained through the S-O (Strategy-Opportunities) strategy, the W-O (Weakness - Opportunities) strategy. S-T strategy (Strength - Threats) and W-T Strategy (Weakness - Threats).

CONCLUSION AND SUGGESTION

Conclusion

Strategic factors in PG Management Strategy. Meritjan, namely; Internal strength factors include: (1) PG program planning. Meritjan is more participative; (2) The implementation of the sugar factory program is well coordinated with the role of the PG Sugarcane Farmers Cooperative. Meritjan; and (3) Well-coordinated evaluation, monitoring and reporting of sugar factory programs. Meanwhile, internal factors of weakness include: (1) Small sugar factory capacity; (2) HR Young Plant Assistants/ Sugar Factory Employees aged > 40, less

Master IT. Furthermore, external factors of opportunity include: (1) PG location. Meritjan, close to Dhoho Airport, Kediri; (2) PG.Meritjan's external environment, which is conducive; (3) Sugar prices tend to be high, thus providing business space. External threat factors include: (1) entry of imported products; and (2) the large

number of land conversions into factories, settlements and toll roads; (3) Subsidized fertilizers are increasingly limited, both in quantity and type; and 4) The most suitable strategy implemented by PG. Meritjan is an SO (Strength-Opportunity) Strategy, namely using strength to take advantage of opportunities, with strategic steps: (1) Intensifying the planning of the PG program. Meritjan, is more participatory in producing sugar, which already has an SNI certificate and an MUI Halal Certificate, so that it is able to face the global market; (2) The implementation of the sugar factory program is well coordinated with the role of the PG Sugarcane Farmers Cooperative. Meritjan, by taking advantage of sugar prices tending to be high, thereby providing business space; and (3) Strive for PG synergy. Meritjan, with the Kediri City Agriculture and Resilience Service, with the presence of sugarcane farmers who are still loyal to sugarcane farming.

Suggestion

Strategic Factors in PG Management Strategy. Meritjan, in increasing business income, by; minimizing weakness factors and anticipating threat factors, by: (1) Entering imported refined sugar products; (2) The number of conversions of agricultural land into factories/settlements/toll roads; (3) Lack of regeneration of sugar cane farmers. and the best Management Strategy that can be implemented by PG.Meritjan, based on QSPM (Quantitative Strategic Planning Matrix) Analysis, with; (1) Intensify the planning of the PG program. Meritjan is more participative in producing PG sugar. Meritjan, which already has an SNI certificate and an MUI Halal Certificate, is able to face the global market; (2) Intensify the implementation of a well-coordinated sugar factory program with the role of the PG Sugarcane Farmers Cooperative. Meritjan, in taking advantage of sugar prices tending to be high, thus providing business space; and (3) Strive for PG synergy. Meritjan, with sugar cane farmers and the Kediri City Agriculture and Resilience Service, with the sugar cane farmers who are still loyal.

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