



# Stages of Self-Help Organization Development: Women Farmers Group D'Shafa in Malakasari Urban Village, Duren Sawit District, East Jakarta

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## Abstrak

*Kelompok Wanita Tani (KWT) D'Shafa merupakan organisasi swadaya berbasis komunitas yang berkembang sejak didirikan pada tahun 2018 di RW 05, Kelurahan Malakasari, Kecamatan Duren Sawit, Jakarta Timur. Melalui berbagai kegiatan pertanian perkotaan, kelompok ini berfokus pada penguatan ketahanan pangan dan pemberdayaan perempuan di lingkungan masyarakat setempat. Penelitian ini bertujuan untuk mendeskripsikan tahapan perkembangan KWT D'Shafa berdasarkan teori perkembangan organisasi Katz (dalam Adams, 2003), serta mengidentifikasi faktor internal dan eksternal yang mendukung keberlanjutannya. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam, observasi partisipatif, dan analisis dokumen yang melibatkan ketua, pengurus, anggota KWT, serta mitra eksternal. Hasil penelitian menunjukkan bahwa KWT D'Shafa telah melalui lima tahap perkembangan menurut Katz, yaitu tahap asal-usul, organisasi informal, munculnya kepemimpinan, awal organisasi formal, dan tahap menuju pengangkatan staf bergaji serta tenaga profesional. Namun demikian, kelompok ini belum sepenuhnya mencapai tahap akhir karena belum mempekerjakan staf bergaji, dan upaya profesionalisasi masih bergantung pada kerja sama sukarela dengan tenaga ahli eksternal. Temuan ini menunjukkan bahwa keberlanjutan KWT D'Shafa didukung oleh faktor internal berupa interaksi sosial yang kuat, kepemimpinan partisipatif, dan komitmen anggota, serta faktor eksternal berupa dukungan pemerintah dan kemitraan dengan sektor swasta, yang secara bersama-sama memungkinkan kelompok ini terus berkembang sebagai organisasi swadaya di lingkungan perkotaan.*

**Kata kunci:** Organisasi Swadaya, Tahapan Perkembangan, Pemberdayaan, Kelompok Wanita Tani.

## Abstract

*The D'Shafa Women Farmers Group (Kelompok Wanita Tani/KWT D'Shafa) is a community-based self-help organization that has developed since its establishment in 2018 in RW 05, Malakasari Urban Village, Duren Sawit District, East Jakarta. Through various urban farming activities, the group focuses on food security and women's empowerment within the local community. This study aims to describe the developmental stages of KWT D'Shafa using Katz's organizational development theory (as cited in Adams, 2003), as well as to identify the internal and external factors that support its sustainability. This research employs a descriptive qualitative approach, with data collected through in-depth interviews, participatory observation, and document analysis involving the group's leaders, administrators, members, and external partners. The findings show that KWT D'Shafa has gone through five developmental stages according to Katz, including origins, informal organization, emergence of leadership, beginning of formal organization, and progressing toward the stage of appointing paid staff and professional workers. However, the group has not fully reached the final stage, as it does not yet employ paid staff, and professionalization efforts still rely on voluntary*

*collaboration with external experts. These findings indicate that the sustainability of KWT D'Shafa is supported by internal factors such as social interaction, participatory leadership, and member commitment, as well as external factors including government assistance and private-sector partnerships, which together enable the group to continue growing as a self-help organization in an urban environment.*

**Keywords:** *Self-help Organization, Development Stages, Empowerment, Women Farmers Group.*

## Introduction

Community-based organizations are a form of community initiative that arises from a shared need to address issues in their environment (Kristiawardani & Listyaningsih, 2023). Such organizations usually grow out of the awareness of the citizens themselves, although some are formed due to external encouragement from parties such as the government or donor agencies (Pelor, 2018). Their role is very important because they can help improve the welfare of the community and provide alternative solutions to social, economic, and environmental problems (Ma'ruf, 2017).

In big cities like Jakarta, the existence of non-governmental organizations is increasingly needed. The high population growth has made various issues increasingly complex, such as overcrowding, the reduction of green open spaces, and the decline in environmental quality (Januari et al., 2024). Data from 2024 shows that the population of DKI Jakarta has reached 11.34 million, with East Jakarta being the most densely populated area with around 3.3 million people (Dinas Dukcapil DKI Jakarta). This situation poses a major challenge, especially in relation to family food security and the availability of productive land in urban areas (Sari et al., 2023).

One of the movements that has developed in response to these challenges is the Women Farmers Group (KWT). KWT is a group of women who improve their knowledge and skills through agricultural activities, both in villages and urban environments (Kencana et al., 2022). In densely populated cities, KWT plays an important role in developing urban farming as a way to create a green environment while improving family finances (Barus, 2025).

However, not all self-help organizations are able to develop well. Some groups experience stagnation due to internal problems such as a lack of administrators, minimal member participation, or weak leadership. External challenges, such as limited support from the government or private partners, can also hinder the development of organizations (Wiyono & Fitriyah, 2025; Margono et al., 2023). If these problems are not addressed, organizations may cease to function and no longer be able to provide benefits to the community.

In contrast to these conditions, KWT D'Shafa in Malakasari Village, Duren Sawit Subdistrict, East Jakarta, has shown consistent growth since its establishment in 2018. This KWT began with the desire of local women to utilize small plots of land to meet their families' food needs. Over time, their activities have grown and gained support from various parties, enabling them to become an active and productive group in the field of urban farming.

One of KWT D'Shafa's major achievements is the establishment of Malakasari Edufarm. This area was formerly a landfill site, which was then converted into an urban farming area as well as a place for training and processing crops (Meisyanti et al., 2024). At this Edufarm, KWT members learn everything from seedling cultivation, hydroponic farming, processing harvests into food and beverage products, to agro-edutourism activities (Kencana et al., 2022). In 2024, KWT D'Shafa was even designated as a Center for Independent Agricultural and Rural Training (P4S).

To understand how a self-help organization such as KWT D'Shafa has been able to develop this far, a theoretical framework is needed to explain the process of organizational growth from its early stages to

becoming more formal. Katz's theory (Adams, 2003) is one such appropriate framework because it describes five stages of organizational development, starting from initial formation, interaction formation, the emergence of leadership, the formation of a formal structure, to the involvement of professionals.

Previous studies by Wiyono & Fitriyah (2025) and Lestari & Supyandi (2023) discussed the dynamics of self-help groups, but there has been no study that specifically analyzes the stages of KWT organizational development using Katz's theory. Therefore, this study is important to see how KWT D'Shafa went through each stage of organizational development and the internal and external factors that supported it. The results of this study are expected to serve as an example for other community groups to develop and survive sustainably in urban environments.

### Problem Formulation

Based on the background described above, the problems formulated in this study are as follows:

1. What are the stages of development of the self-help organization in the D'Shafa Women Farmers Group (KWT) and what are the internal and external aspects that influence its development?

### Research Objectives

Based on the research questions mentioned above, the objectives of this study are as follows:

1. To analyze the stages of development of the self-help organization in the D'Shafa Women Farmers Group (KWT) and the internal and external aspects that influence its development dynamics.

### Benefits of Research

This research is expected to provide the following benefits:

**Theoretical Benefits:** This research is expected to contribute to the development of community empowerment studies in Social Welfare Science at the mezzo level, particularly in relation to strengthening self-help organizations in urban communities through an understanding of the stages of self-help organization development. In addition, the results of this study can be used as a reference for similar studies in different contexts.

### Practical Benefits

**For Researchers:** this research provides an opportunity for researchers to hone their skills in applying social welfare science in a real context, particularly in understanding the dynamics of self-help organization development.

**For the Women Farmers Group (KWT):** D'Shafa, this research is expected to be a source of reflection and evaluation for KWT D'Shafa in strengthening its organizational capacity so that it can continue to grow and be sustainable.

**For the Community:** particularly women's groups in urban areas, the results of this study can be an inspiration in forming or developing similar self-help organizations, as well as encouraging the formation of more organizations that are able to survive and continue to grow.

### METHODS

This study uses a qualitative approach with a descriptive method, which aims to deeply understand the development process of the self-help organization at KWT D'Shafa in Malakasari Village, East Jakarta. A qualitative approach was chosen because it is able to explore the meanings, experiences, and perceptions of members in a contextual manner (Creswell & Creswell, 2018). Meanwhile, the descriptive method was used to describe social phenomena systematically and factually in accordance with the situation in the field (Koentjaraningrat, 1981). This study analyzed the stages of organizational development based

on Katz's five stages in Adams (2003), namely the origin stage, informal organization, emergence of leadership, early formal organization, and appointment of professionals.

The research data consisted of primary and secondary data. Primary data was obtained through non-participatory observation and in-depth interviews with informants who had direct understanding of the development of KWT D'Shafa. Informants were selected using a purposive technique, namely the chairperson, administrators, long-time members, Sudin KPKP field agricultural extension workers, and Pokja 3 PKK Kelurahan Malakasari, in accordance with the criteria of relevance and involvement in the group's development process (Suyanto, 2005). Secondary data was collected through literature and documentation studies, such as activity reports, photo archives, financial records, and references from relevant journals, articles, and books.

In the data collection process, researchers used instruments such as observation guidelines, interview guidelines, and tools such as voice recorders, cameras, and field notes. Observations were conducted to see the actual conditions of group activities, while in-depth interviews provided opportunities for informants to convey their experiences and views more openly (Sugiyono, 2017).

Data analysis was carried out in three stages, namely data reduction, data presentation, and conclusion drawing and verification. In the reduction stage, researchers filtered and grouped data according to the research focus. The reduced data was then presented in a descriptive narrative to make it easier to understand. The final stage was drawing conclusions and verification to ensure that the research findings were valid, consistent, and supported by field data.

The research location was Malakasari Edufarm, Malakasari Village, Duren Sawit, East Jakarta, which is the center of KWT D'Shafa's activities. This location was chosen because it shows the real development of the organization, from an informal group to a more structured

organization that has been actively establishing partnerships since its establishment in 2018.

## Results and Discussion

In this section on results and discussion, the researcher links the results of the study on the development of the D'Shafa Women Farmers Group (KWT) with the theory of self-help organization development proposed by Katz (Adams, 2003). This theory describes five stages of organizational development, namely origins, informal organization, emergence of leadership, beginning of formal organization, and appointment of paid staff and professional workers. The following analysis describes how KWT D'Shafa went through each of these stages, as well as the internal and external factors that influenced its development process by linking it to the supporting theories described earlier.

### A. Analysis of the Origins Stage

According to Katz in (Adams, 2003), the origins stage is the initial phase of an organization's formation, which arises due to a need in the community. At this stage, activities are usually still simple, born out of a shared awareness, and aimed at meeting the basic needs of the community. This is clearly seen in the formation of KWT D'Shafa. This group was formed from the initiative of residents in RW 05, Malakasari Village, as a response to the lack of greenery in the environment and the household's need for food sources. Initial activities were carried out on a small and informal scale, in the form of simple planting around the alley for personal consumption. However, the relationship between members was already strong because they had worked together in posyandu, jumantik, and dasawisma activities.

From the perspective of organizational dynamics according to Robbins & Judge (2013), the formation of KWT D'Shafa was driven by the social closeness of its members, their motivation to improve the environment, and their commitment to increasing family food

security. This character also reflects the strength of women's groups as described by Yunus in (Ferdousi & Mahmud, 2019), namely high solidarity and a sense of shared responsibility. Although the activities are still simple and without a formal structure, the members' commitment remains high, which is the main capital for the development of the organization.

Externally, the support of the neighborhood association chairman, PKK cadres, and the "Green Alley" competition organized by DKPKP provided additional encouragement for the group to develop in a more focused manner. The challenges that arose at this stage were limited tools, seeds, and technical access. However, challenges such as lack of organizational experience or differences in social backgrounds did not become obstacles because most members were already accustomed to being active in community activities.

Initial success was demonstrated by winning the "Green Alley" competition, which strengthened the motivation of the members. This finding is in line with the concept of empowerment (Ife, 1995), which emphasizes that the empowerment process must begin with community awareness and self-help initiatives. Thus, the origins stage of KWT D'Shafa shows that the group has built a strong foundation of solidarity, commitment, and shared awareness to create change in their environment.

#### B. Analysis of the Informal Organization Stage

The informal organization stage according to Katz in (Adams, 2003) is a transitional period when group activities begin to run more regularly, even though there is no formal organizational structure yet. At KWT D'Shafa, this phase began to appear in 2019 after the success of the "Gang Hijau" competition. Support from DKPKP encouraged members to carry out activities such as planting, processing crops, and even setting up small businesses such as catering. Activities that were initially only for personal needs developed into productive

businesses with marketing through social media, PKK, and bazaars.

At this stage, relationships between members still relied on personal closeness. Coordination ran naturally without written rules. Coordinators began to appear informally, and the roles of members were formed based on their respective experiences and abilities. Participation remained voluntary, and there were no sanctions for members who were unable to attend.

According to Robbins & Judge (2013), open communication and emotional closeness greatly influence the smooth running of organizational activities. KWT D'Shafa also faces challenges such as unorganized administration and uneven participation due to household responsibilities. These challenges are common in women's organizations, as explained by Yunus in (Ferdousi & Mahmud, 2019). However, the flexibility of members, family support, and increasing market demand helped the group remain active.

Overall, this stage shows that KWT D'Shafa has built a more focused foundation through strong social relationships, voluntary participation, and informal coordination. This is in line with the concept of community organizing (Ife, 1995), which emphasizes the importance of community involvement in strengthening collective capacity to achieve common goals.

#### C. Analysis of the Emergence of Leadership Stage

The emergence of leadership is marked by the need for leaders who are able to coordinate activities in a more focused manner. In Katz's concept (Adams, 2003), the ideal leader is a figure who has social legitimacy, is able to build a vision, and maintains member participation.

This dynamic was evident in KWT D'Shafa when in 2020 the members appointed Hy as chairperson. The election took place naturally because Hy had been active from the beginning, understood the activities, and was

able to share the knowledge gained from training with other members. Self-help organizations are spaces for the development of participatory leadership.

Hy's leadership style is open and emphasizes deliberation. According to Robbins & Judge (2013), this type of leadership pattern can strengthen a sense of belonging and increase member commitment. Although there are challenges in the form of certain opinions dominating, the chairperson is able to manage this wisely so that it does not disrupt the group's cohesiveness.

Externally, increased market demand and government support also strengthen the position of KWT D'Shafa. With the presence of leadership that is accepted by members, the group is able to move towards a more formal and organized structure.

#### D. Analysis of the Beginning of Formal Organization Stage

At this stage, the organization began to establish a clearer management structure and rules. According to Katz in (Adams, 2003), a formal structure is necessary to ensure the continuity of activities and strengthen the organization's position in establishing partnerships.

KWT D'Shafa entered this stage in 2021 after a definitive chairperson was appointed. A management structure began to take shape, consisting of a chairperson, vice chairperson, secretary, treasurer, and various sections such as public relations, training, logistics, cultivation, and product processing. Roles were assigned based on the interests and abilities of each member.

With this structure, group work became more organized. However, the family atmosphere was maintained so that members still felt comfortable and involved. According to Robbins & Judge (2013), a balance between professionalism and social closeness can strengthen member commitment.

This formalization also made it easier for KWT D'Shafa to establish partnerships. The

group has successfully engaged with the Balkot Farm and Ikonik communities and has become a CSR partner of PT PLN through the establishment of Malakasari Edufarm.

Although in Katz's theory this stage has the potential to reduce participation due to a more rigid structure, this did not happen at KWT D'Shafa. On the contrary, the clear division of tasks actually made members more enthusiastic because they felt that their roles were appreciated.

#### E. Analysis of the Appointment Stage of Paid Staff and Professional Workers

The final stage according to Katz in (Adams, 2003) is marked by the appointment of paid staff or professionals to manage increasingly complex organizational activities. At this stage, the organization has developed sufficiently and requires professional support.

At KWT D'Shafa, this stage has not yet been fully achieved. Until the research was conducted, there were no paid staff formally included in the organizational structure. However, the professionalization process continues through training, technical assistance, cooperation with the government, and the involvement of external parties in the education and management of the Malakasari Edufarm program.

In other words, even though it does not yet have internal professional staff, KWT D'Shafa is in a transitional phase towards this stage. The involvement of mentors provides important support for strengthening the group's capacity and helps the group adapt to broader program needs such as agro-edutourism.

### Conclusion

Based on the results of the study, KWT D'Shafa has gone through all stages of self-help organization development according to Katz in (Adams, 2003), starting from origins to the appointment of paid staff and professional workers. At the origins stage, the group succeeded in building collective awareness

among residents to improve the environment and increase food security through urban farming activities. Internal factors such as solidarity, social closeness, and member commitment became the main strengths, while external support from the RW Head, PKK, and DKPKP strengthened the direction of the group's formation. Entering the informal organization stage, KWT D'Shafa was able to develop cultivation and processing activities regularly even without a formal structure, supported by kinship and assistance from government agencies.

In the emergence of leadership stage, the emergence of Hy as a democratic and participatory leader strengthened member involvement and the direction of the organization. The beginning of formal organization stage was marked by the formation of a management structure, a more organized administrative system, and broader external partnerships, including cooperation with PT PLN in the development of Malakasari Edufarm. The appointment of paid staff and professional workers stage has not been fully achieved because the group does not yet have paid staff, but professionalization continues through training and assistance from experts from the government and private partners.

Overall, the development of KWT D'Shafa shows that the balance between internal strengths such as participatory leadership, member commitment, and social interaction—and external support from the government, the Ife, J. (1995). Community Development: Community-Based Alternatives In An Age Of Globalisation.

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community, and the private sector is the key to organizational sustainability. These findings illustrate that a community-based women's organization can grow adaptively and sustainably when its internal and external aspects are able to strengthen one another.

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