


# The Effect of Financial Management Effectiveness and Digital Marketing on Strengthening Human Resource Capacity in P4S Farmer Groups

Adrianah<sup>1</sup>, Yusra Nginang<sup>2</sup>, Asniwati<sup>3</sup>, Rukmana Sari<sup>4</sup>, Andi Arwinda Wildam<sup>5</sup>  
STIMI YAPMI Makassar, Indonesia

Article Info	ABSTRACT
<p><b>Keywords:</b> Effectiveness of Financial Management, Digital Marketing, and Strengthening of Human Resources Capacity, Empowerment of P4S Farmer Groups</p>	<p>This research aims to analyze the effectiveness of financial management and digital marketing implementation on strengthening human resource (HR) capacity within the P4S Farmers Group, both partially and simultaneously. This research is descriptive quantitative in nature. The population in this study was 20 people, as the population was very limited, so this population served as an illustration. Information was collected through observation, questionnaires, and documentation. The information analysis methods used were descriptive analysis, validity test, reliability test, multiple linear regression analysis, T-test and F-test correlation, and classical assumption test. The research results showed that the independent variables simultaneously had a significant and positive influence with a donation value of 7.261. Partially, the Financial Management Efficiency variable had a significant and positive influence with a t-test of 3.726, the Digital Marketing Implementation variable had no partial influence with a t-test of 1.286, and its influence was seen from R<sup>2</sup> 46.1%, the rest was influenced by other factors not examined in this research.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Adrianah STIMI YAPMI Makassar, Indonesia <a href="mailto:adrianah0901@gmail.com">adrianah0901@gmail.com</a></p>

## INTRODUCTION

Community empowerment is a key factor in sustainable development, particularly in agricultural areas, the backbone of the economy in most rural areas in Indonesia. Women farmers, as a member of the agricultural community, possess significant potential to support family food security and improve household well-being. However, their potential is often underutilized due to limitations in human resource capacity, managerial knowledge, and access to markets and technology.

Efficient financial management is a fundamental aspect in strengthening farmer group institutions, particularly in terms of transparency, business planning, and accountability. Many 4PS Farmer Groups face challenges in preparing farm budgets, recording cash flow, and designing business development plans. Furthermore, conventional marketing of agricultural products has not been able to reach a wider market, especially in today's digital era.

Digital marketing presents a significant opportunity for the 4PS Farmers Group to expand its market reach more broadly, effectively, and competitively. By utilizing social media, marketplaces, and digital applications, the KWT can expand its market and increase the

selling value of its products. However, limited digital literacy remains a major obstacle to scaling this strategy.

Strengthening human resource capacity is key to addressing these challenges. Quality human resources will drive the success of financial management and digital marketing programs. Therefore, efforts are needed to measure the extent to which the effectiveness of financial management and digital marketing impacts human resource capacity building within the P4S Farmers Group.

## RESEARCH METHODS

This research uses a quantitative approach with a descriptive research style. Descriptive research is used to provide a systematic, factual, and accurate description of the characteristics of the variables studied. This research was conducted in Kalukku District, Mamuju Regency, West Sulawesi Province, in Lombang-lombang Village, Poros Mamuju Street.

The research implementation is planned for 2 months in 2025. In this research, 3 variables are used, namely the Financial Management Efficiency variable (X1), Digital Marketing (X2), and Human Resource Capacity Building (Y) as the dependent variable. The population in this research is 20 people. Because the population is very limited, the researcher did not carry out illustration drawing, which is the population at the same time.

## RESULTS AND DISCUSSION

### Research Results

#### Instrument Test

In this research, two instrument tests were used, namely the validity test and the reliability test, which were used to test whether the problem notes or questionnaires filled out by respondents were appropriate or not. The questions used to collect data were

#### a) Validity Test

Validity testing is used to determine the appropriateness of items in defining a variable. Test decisions are made by comparing the calculated r-value with the table r-value. A question item is deemed valid if the calculated r-value is greater than the table r-value. Likewise, it is deemed invalid if the calculated r-value is less than the table r-value. The results of the validation test show that all question items are valid and suitable for further testing.

The conclusion table for the validity test of the variables of Financial Management Effectiveness (X1), Digital Marketing (X2) and Human Resource Capacity Building (Y) is below:

variables	R-Count	R-Table	Information
Item_X1.1	0.462	0.444	valid
Item_X1.2	0.457	0.444	valid
Item_X1.3	0.453	0.444	valid
Item_X1.4	0.447	0.444	valid
Item_X1.5	0.456	0.444	valid
item_X2.1	0.448	0.444	valid

item_X2.2	0.456	0.444	valid
item_X2.3	0.460	0.444	valid
item_X2.4	0.451	0.444	valid
item_X2.5	0.448	0.444	valid
item_Y.1	0.489	0.444	valid
item_Y.2	0.468	0.444	valid
item_Y.3	0.478	0.444	valid
item_Y.4	0.449	0.444	valid
item_Y.5	0.458	0.444	valid

a) Reliability Test

A Cronbach's Alpha value of 0.675 indicates a reasonable level of reliability, indicating that the instrument used in this study demonstrated a reliable level of respondent response consistency. Several experts believe that a reliability measurement result above 0.60 indicates the research instrument is reliable. Therefore, it can be concluded that the instrument used in this study demonstrated a reasonable level of respondent response consistency.

Cronbach's Alpha	N of Items
.675	15

b) Classical Assumption Test

In the research, the Classical Assumption test was carried out, namely, Data Normality Test, Multicollinearity Test, and Heteroscedasticity Test.

**Data Normality Test Results**

		Unstandardized Residual
N		20
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Standard Deviation	,69054346
Most Extreme Differences	Absolute	,132
	Positive	,069
	Negative	-,132
Kolmogorov-Smirnov Z		,591
Asymp. Sig. (2-tailed)		,876

a. Test distribution is Normal.

b. Calculated from data.

From the results of the data normality test above, it shows that the Kolmogorov-Smirnov (KS) test is used to determine whether the residual data from the regression model is normally distributed or not. where:

Decision Making Criteria:

- a. If the Asymp. Sig. value > 0.05, then H<sub>0</sub> is accepted → Normal data.
- b. If the Asymp. Sig. value ≤ 0.05, then H<sub>0</sub> is rejected → Data is not normal.

Results:

- a. Asymp. Sig. value = 0.876 ( $> 0.05$ ), then  $H_0$  is accepted.
- b. Meaning: The residuals of the regression model are normally distributed.

#### Multicollinearity test

Model		Coefficients <sup>a</sup>	
		Tolerance	VIF
1	Effectiveness of Financial Management	,722	1,385
	Implementation of Digital Marketing	,722	1,385

a. Dependent Variable: Strengthening Human Resource Capacity

Purpose of Multicollinearity Test:

To find out whether there is a very high relationship (correlation) between the independent variables ( $X_1$  and  $X_2$ ) in the regression model which can affect the accuracy of the estimate. The Tolerance value indicates the proportion of variability in an independent variable that cannot be explained by other independent variables. Safe limit: Tolerance  $> 0.10$ . Both variables have a value of 0.722  $\rightarrow$  Well above 0.10  $\rightarrow$  No multicollinearity occurs.

#### Heteroscedasticity test

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	-,777	4,192		-,185	,855	
1	Effectiveness of Financial Management	,008	,122	,018	,062	,951
	Implementation of Digital Marketing	,050	,129	,111	,391	,701

a. Dependent Variable: ABS\_Res

Heteroscedasticity test using the Glejser Test method (where the absolute residual value is used as the dependent variable) Interpretation of the Coefficient

Effectiveness of Financial Management

Coefficient B = 0.008  $\rightarrow$  Very small

Sig. = 0.951  $\rightarrow$  Far  $> 0.05$   $\rightarrow$  Not significant

Implementation of Digital Marketing

Coefficient B = 0.050

Sig. = 0.701  $\rightarrow$  Still  $> 0.05$   $\rightarrow$  Not significant

#### Multiple Regression

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	7,206	6,801	1,059 ,304
Effectiveness of Financial Management	,735	,197	,781 3,726 ,002
Implementation of Digital Marketing	,268	,209	,270 1,286 ,216

a. Dependent Variable: Strengthening Human Resource Capacity

1. Regression Model The multiple linear regression equation obtained is as follows:

$$Y = 7,206 + 0,735 X_1 + 0,268 X_2 + \epsilon$$

2. This means: Every one unit increase in Financial Management Effectiveness (X1) will increase Human Resource Capacity Building by 0.735 units, if other variables remain constant. Every one unit increase in Digital Marketing Implementation (X2) will increase Human Resource Capacity Building by 0.268 units, if other variables remain constant.

3. t-Test (Partial)

The Financial Management Effectiveness variable (X1) has a significance value of 0.002 < 0.05, meaning that this variable has a significant effect on Strengthening HR Capacity. The Implementation of Digital Marketing (X2) has a significance value of 0.216 > 0.05, meaning that it does not have a partial significant effect on Strengthening HR Capacity.

#### F test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7,740	2	3,870	7,261	,005b
1 Residual	9,060	17	,533		
Total	16,800	19			

a. Dependent Variable: Strengthening Human Resource Capacity

b. Predictors: (Constant), Implementation of Digital Marketing, Effectiveness of Financial Management

Based on the ANOVA results, the F-value was 7.261 with a significance level of 0.005, less than 0.05. This indicates that simultaneously, the variables of Financial Management Effectiveness and Digital Marketing Implementation significantly influence Human Resource Capacity Building. Thus, the regression model used is appropriate to explain the relationship between the variables in this study.

#### Determination Test (R<sup>2</sup>)

The determination test provides information on the magnitude of the contribution of the independent variables simultaneously to the dependent variable. Previously, the simultaneous test results obtained information that there was a significant influence on Strengthening Human Resource Capacity, indicated by the calculated F-value greater than the F-table value. Therefore, the results of this determinant test will provide clarity regarding the magnitude of the contribution value of the influence of the variables Effectiveness of Financial Management and Implementation of Digital Marketing simultaneously on

Strengthening Human Resource Capacity. The following table shows the results of the determination test:

**Model Summary**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,679a	,461	,397	,730

a. Predictors: (Constant), Implementation of Digital Marketing, Effectiveness of Financial Management

From the determination test table above, it is explained that the adjusted R Square value is the magnitude of the simultaneous influence contribution value of the Effectiveness of financial management and the Implementation of digital marketing on Strengthening HR capacity of 0.461 or 46.1%. This means that the Effectiveness of financial management and the Implementation of digital marketing have a moderate influence on Strengthening HR capacity and the remaining 53.9% is the value of the influence contribution originating from other variables not examined in this study.

### Discussion

The regression results show that together the variables of Financial Management Effectiveness and Digital Marketing Implementation have a significant influence on Strengthening Human Resource Capacity in the P4S Farmer Group. This is indicated by the F test value of 7.261 with a significance of 0.005, which shows that the regression model used in this research is feasible and can be used to predict the dependent variable.

However, the partial t-test results indicate that only the Financial Management Effectiveness variable showed a significant influence on Human Resource Capacity Building, with a t-value of 3.726 and a significance of 0.002. This indicates that the more efficient financial management in the P4S Farmer Group, the greater the resulting human resource capacity building, both in terms of managerial expertise, business planning, budget control, and increasing professionalism and economic independence of group members. This is in line with previous research presented by Renya Rosar et al. (2022), the results of the analysis in financial management at BumDes are very efficient. Meanwhile, the Digital Marketing Implementation variable did not have a statistically significant influence, indicated by a t-value of 1.286 with a significance of 0.216. Furthermore, previous research by Ahmad Rivai et al. (2025) found that marketing strategies in managing MSME income have a very significant influence because the objects and indicators used are different. Although both use marketing variables.

Although digital marketing is theoretically considered an important tool in increasing competitiveness and market access, in the context of the P4S Farmers Group which is the object of this research, there may be limitations in infrastructure, digital literacy, or optimal use of digital media, so that it has not been able to provide a significant influence on increasing human resource capacity.

The coefficient of determination ( $R^2$ ) of 0.461 means that 46.1% of the variation in Human Resource Capacity Building can be explained by the two independent variables studied: Financial Management Effectiveness and Digital Marketing Implementation.

Meanwhile, the remaining 53.9% is due to other factors not mentioned in this research, such as training, group leadership, government policy support, or the availability of resources and technology.

Overall, these findings emphasize the importance of efficient financial management as a foundation for strengthening human resource capacity, and indicate that digital marketing, while conceptually relevant, requires more systematic intervention and support to contribute significantly to the empowerment of the P4S Farmer Group in Kalukku District, Mamuju Regency, West Sulawesi Province, Lombang-lombang Village, Jln. Poros Mamuju

## CONCLUSION

In this research there are 3 variables. Namely the Effectiveness of Financial Management as Variable (X1), Digital Marketing as Variable (X2), and Strengthening of Human Resource Capacity as Variable (Y). Simultaneously the variables of Effectiveness of Financial Management and Digital Marketing have an effect on Strengthening of Human Resource Capacity with an F-count value of 7.261 with a significance of 0.005, and partially the Digital Marketing variable has no effect on Strengthening of Human Resource Capacity with a t-count of 1.286 with a significance of 0.216. and from the results of the R<sup>2</sup> determination test of 0.461 means 46.1% this means that the influence is in the medium interval, and the rest is influenced by other factors not examined in this research.

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