

Strategy to Improve Farmer Group Performance (Case Study of Akkor Jaya Farmer Group, Banyupelle Village, Palengaan District, Pamekasan Regency)

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ABSTRACT: This paper discusses strategies for improving the performance of the Akkor Jaya farmer group in Banyupelle Village, Palengaan District, Pamekasan Regency. The aim of this research is to analyze and formulate and determine the factors that influence the strategy to improve the performance of the Akkor Jaya farmer group in Banyupelle Village, Palengaan District, Pamekasan Regency. The method used in this research uses SWOT analysis resulting from primary and secondary data. The results of the research show that the performance of the Akkor Jaya Farmer Group has increased because the Akkor Jaya Farmer Group is not active in Farmer Group activities, while the use of internet media for the Farmer Group is assisted by extension workers as one of the farmer group activities.

Keywords: Strategy, Performance, Farmer Groups



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INTRODUCTION

Agriculture is used as a daily livelihood for the community, especially the community in Banyupelle Village, Palengaan District, Pamekasan Regency. The agricultural sector is the most dominant sector if we look at the economic structure in Pamekasan Regency. Geographically, it can be seen that the area of Pamekasan Regency is 79,230 Ha, consisting of 13 sub-districts and 189 villages and 11 sub-districts (Wikipedia, 2022).

In efforts to accelerate community welfare in agriculture in Pamekasan district, there must be a mechanism implemented by the regional government. One of the mechanisms in question is the formation of farmer groups (poktan). The function of farmer groups is an important point for implementing the farmer concept in policies, strategies and programs that are worthy of becoming a unified whole as a forum for transformation into operational steps. To facilitate agricultural development, it is necessary to provide guidance to farmer groups as an effort to develop agriculture in Pamekasan Regency (Nuryanti et al., 2011).

Judging from the statistical center, Pamekasan district has a population of 850,057 people spread across 13 sub-districts. Of this number, 414,045 people are farmers in Pamekasan Regency

(Pamekasan Regency Statistical Data, 2017). To improve the quality of agricultural products in Pamekasan Regency, farmer groups must be able to utilize innovation and technology.

Farmer groups need strategies to manage agriculture that can empower the community in Pamekasan Regency. According to Sofyan (2019), strategies for improving the performance of farmer groups are grouped into 4 stages: 1), socialization. 2), the role of poktan. 3), demo plot. 4), mentoring. Meanwhile, according to (Refiswal et al., 2017). strategies for improving the performance of farmer groups can be carried out by: providing information through the latest technology and innovation. The intensity of counseling is increased. Have functional competency as an extension agent. Career path and welfare of extension workers. Involves the role of extension organizations (Avemegah, 2020; Chalak et al., 2017; Daxini, 2019; Lu et al., 2022; Morris & Arbuckle, 2021; Rohrbach, 2017; Rudnick et al., 2021, 2023; Soh et al. , 2023; Thierfelder et al., 2018). (Paginian et al., 2021) argue that the strategy to improve the performance of farmer groups is to provide guidance to extension workers and optimize the role of extension workers according to their main duties and functions. Improving training for extension workers.

Based on the description above, the problem that will be discussed is why is it important to analyze strategies for improving the performance of farmer groups in Banyupelle Village, Palengaan District, Pamekasan Regency? How to analyze strategies for improving the performance of farmer groups in Banyupelle Village, Palengaan District, Pamekasan Regency? What factors influence the strategy to improve the performance of farmer groups in Banyupelle Village, Palengaan District, Pamekasan Regency

This research was conducted to analyze strategies for improving the performance of the Akkor Jaya farmer group in Banyupelle Village, Palengaan District, Pamekasan Regency. To formulate strategies to improve the performance of farmer groups. And find out the factors that influence the strategy to improve the performance of the Akkor Jaya farmer group in Banyupelle Village, Palengaan District, Pamekasan Regency.

METHOD

This research was conducted in Banyupelle Village, Palengaan District, Pamekasan Regency, East Java. using the SWOT analysis method. Data was obtained from direct interviews with 76 members of the Akkor Jaya farmer group, Banyupelle Village, Palengaan District, Pamekasan Regency. SWOT analysis is a systematic identification of all factors to formulate strategies that are logical in order to maximize strengths and opportunities, at the same time we try to minimize weaknesses and threats (treats) (Ashutosh et al., 2020; Görener, 2016; Heydari & Lai, 2020; Nguyen & Truong, 2022; Osman & Anouze, 2014; Polat et al., 2017; Popović et al., n.d., 2021; Ragheb, 2021; Yilmaz et al., 2020).

RESULT AND DISCUSSION

From the results of observations and interviews, the SWOT analysis can be seen from table 1 SWOT analysis of the Akkor Jaya farmer group.

Table 1. SWOT Analysis of the Akkor Jaya Farmer Group

NO	STRENGTH	WEAKNESS
1	There are members of the Akkor Jaya farmer group from the village apparatus	On average, Akkor Jaya farmer group members are not active in farmer group activities
2	There are regular meetings of the Akkor Jaya farmer group	Many members of the Akkor Jaya farmer group have not yet mastered technology
3	The village head participates in motivating farmer group members	Low work motivation for each member of the farmer group
4	Frequently conduct training for all members of the farmer group	The Akkor Jaya farmer group is located in a village that is difficult to reach
NO	OPPORTUNITY	THREAT
1	The Akkor Jaya farmer group received assistance with facilities and infrastructure from the government	Members of the Akkor Jaya farmer group have not been able to keep up with developments in agricultural technology
2	There is support from extension workers for the activities of the Akkor Jaya farmer group	There is no collaboration with other farmer groups
3	There is coaching and supervision support in farmer groups	Utilization of extension media from other farmer groups
4	There is support from the village head and related agencies	The majority of farmer group members have minimal education

Table 1 shows that the strength of the Akkor Jaya farmer group in Banyupelle Village is one of the strengths of the farmer group members from the village apparatus. The Akkor Jaya farmer group does not only have local community members, but also members from village officials, such as the village secretary, and others.

Having members from the village apparatus becomes a force for increasing the performance of farmer groups. This shows that the village government supports the existence of farmer groups. Apart from that, there are regular meetings of the Akkor Jaya farmer group which are held every month to discuss problems experienced by farmers regarding agriculture, or also express opinions about the farmer group's future activities. At each meeting the Village Head participates in motivating farmer group members for the future progress of the farmer group. Lastly, the strength of the Akkor Jaya farmer group is that it often carries out training for all members of the farmer group by involving extension workers who are assisted by the head of the farmer group and followed by members of other farmer groups.

Apart from strengths, there must be weaknesses. The weaknesses are: a), Members of the Akkor Jaya farmer group are not active in farmer group activities. The factor is other activities or a lack

of work motivation among farmer group members. b), Many members of farmer groups have not yet mastered technological knowledge. Due to the low level of education and lack of desire to learn. c), Low work motivation for each member has an impact on the low level of inactivity of farmer group members in farmer group activities. d), Akkor Jaya farmer group is located in a village that is difficult to reach. Geographically, the road access infrastructure to the location is very damaged, making it difficult to reach by means of transportation, and far from urban areas.

The opportunities for the Akkor Jaya farmer group include: a), The Akkor Jaya farmer group receives assistance with facilities and infrastructure from the government. The government had provided assistance with facilities and infrastructure for farmer groups in the form of tractors and superior seeds such as chili seeds, shallots, etc. b), There is support from extension workers for the activities of the Akkor Jaya farmer group. Agricultural instructors provide support for farmer group activities so that in the future Akkor Jaya farmer group activities run well and are more beneficial for members and the community. c), There is support for coaching and supervision in other farmer groups. Guidance and supervision support in farmer groups is carried out through farmer empowerment, with a combination of culture, norms, values and local wisdom to improve farming and the ability of Poktans to carry out their functions. d), There is support from the village head and related agencies. The Village Head and related departments also provide support for farmer group activities, such as providing motivation for farmer group members and also attending farmer group activities.

Meanwhile, the threat from the Akkor Jaya farmer group in Banyupelle Village is that members of the farmer group have not been able to keep up with developments in agricultural technology. Most members of the Akkor Jaya farmer group have not been able to keep up with technological developments due to age and very low levels of education. There is no collaboration with other farming groups. The use of extension media is weak, the majority of farmer group members have minimal education, unlike other farmer groups that have used agricultural extension media, and the education level of the Akkor Jaya farmer group is an elementary school graduate or equivalent. So absorbing knowledge is very slow.

1. Analysis of Determining Alternative Strategies

a. Internal Faktor Evaluation Matrix (Matriks IFE)

The IFE Matrix helps organize strategic factors into strengths and weaknesses. The IFE Matrix displays quantitative data from weights, ratings, and weighted scores of strengths and weaknesses.

Table 2. IFE/IFAS Matrix for Akkor Jaya Farmer Group, Banyupelle Village

INTERNAL FACTORS	Weight	Rating	Weight x rating
Strength			
There are members of the Akkor Jaya farmer group from the village apparatus	0,12	3	0,36
There are regular meetings of the Akkor Jaya farmer group	0,20	4	0,8

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The village head participates in motivating farmer group members	0,08	3	0,24
Frequently conduct training for all members of the farmer group	0,10	2	0,2
Amount			1,60
Weakness			
On average, Akkor Jaya farmer group members are not active in farmer group activities	0,10	4	0,4
Many members of the Akkor Jaya farmer group have not yet mastered technology	0,20	4	0,8
Low work motivation for each member of the farmer group	0,14	3	0,42
The Akkor Jaya farmer group is located in a village that is difficult to reach	0,06	3	0,18
Amount	1		1,80
Strengths - Weaknesses	1,60 – 1,80 = -0,2		

Based on Table 2, it is known that the highest score on the strength factor is that there are regular meetings of the Akkor Jaya farmer group with a score of 0.8. The lowest score on the strength factor. Frequent training for all members of the farmer group is 0.2.

Meanwhile, for the weakness factor, the highest score is: Many members of prosperous farmer groups cannot master technology, namely 0.8. The lowest score is the prosperous farmer group located in a village that is difficult to reach at 0.18. The total IFE matrix score is -0.2.

b. External Factor Evaluation Matrix (EFE Matrix)

The EFE Matrix helps organize external strategic factors into generally accepted categories of opportunities and threats. The EFE Matrix displays quantitative data from weights, ratings, and weighted scores of opportunities and threats.

Tabel 3. Matrik EFE/EFAS Kolompok Tani Akkor Jaya

EXTERNAL FACTORS	Weight	Rating	Weight x rating
Opportunity			
The Akkor Jaya farmer group received assistance with facilities and infrastructure from the government	0,13	3	0,39
There is support from extension workers for the activities of the Akkor Jaya farmer group	0,15	3	0,45
There is coaching and supervision support in farmer groups	0,12	2	0,24

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There is support from the village head and related agencies	0,12	2	0,24
Amount			1,32
Threat			
Members of the Akkor Jaya farmer group have not been able to keep up with developments in agricultural technology	0,11	3	0,33
There is no collaboration with other farmer groups	0,12	2	0,24
Utilization of extension media from other farmer groups	0,14	2	0,28
The majority of farmer group members have minimal education	0,11	2	0,22
Amount	1		1,07
Opportunities – Threats	1,32 – 1,07 = 0,25		

Table 3 shows that the highest score for opportunity is the existence of support from extension workers for the activities of prosperous farmer groups at 0.45. The lowest score for opportunities is that there is coaching and supervision support in farmer groups at 0.24.

Meanwhile, regarding threats, the highest score of 0.33 was found among members of the Akkor Jaya farmer group who had not been able to keep up with developments in agricultural technology. The lowest score. The majority of farmer group members have minimal education, 0.22. The total EFE matrix score is 0.25.

2. Strategy Alternatives

Alternative strategies needed in the performance of the Akkor Jaya farmer group in Banyupelle Village used SWOT Matrix analysis. The SWOT matrix clearly describes how opportunities and threats (external) can be combined with strengths and weaknesses (internal) to produce a strategy for improving the performance of the Akkor Jaya farmer group in Banyupelle Village, Palengaan District, Pamekasan Regency. This matrix produces four possible alternative strategies, namely S- O strategy, W-O strategy, W-T strategy, and S-T strategy.

Table 4. SWOT Matrix of Akkor Jaya Farmer Group Performance in Banyupelle Village

Strength/Strength (S)	Weakness (W)
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WE	<ol style="list-style-type: none"> 1. There are members of the Akkor Jaya farmer group from the village apparatus 2. There are regular meetings of the Akkor Jaya farmer group 3. The village head participates in motivating farmer group members 4. Frequently conduct training for farmer group members 	<ol style="list-style-type: none"> 1. On average, Akkor Jaya farmer group members are not active in farmer group activities 2. Many members of farmer groups have not yet mastered technology 3. Low work motivation for each member of the farmer group 4. The Akkor Jaya farmer group is located in a village that is difficult to reach
WHICH	<ol style="list-style-type: none"> 5. 	

Opportunities (O)	Strategy S-O	W-O strategy
<ol style="list-style-type: none"> 1. The Akkor Jaya farmer group received assistance with facilities and infrastructure from the government 2. There is support from extension workers for the activities of the Akkor Jaya farmer group 3. There is coaching and supervision support in farmer groups 4. There is support from the village head and related agencies 	<ol style="list-style-type: none"> 1. There is guidance and supervision in farmer groups provided by extension workers or village heads (O3,S3,O2) 2. With the support of extension workers to farmer groups, the village head also participates in motivating farmer group members to frequently carry out training for farmer group members. (O2,S3,S4) 	<ol style="list-style-type: none"> 1. Improving the Akkor Jaya Farmer Group Because the Akkor Jaya Farmer Group is Not Active in Farmer Group Activities (O1, W1,) 2. Utilization of internet media for Farmer Groups assisted by extension workers as one of the farmer group activities. (W2,O2)

Threats (T)	Strategi S-T	W-T strategy
<ol style="list-style-type: none"> 1. Members of the Akkor Jaya farmer group have not been able to keep up with developments in agricultural technology 2. There is n 3. Utilization of extension media from other farmer groups 4. The majority of farmer group members have minimal education 	<ol style="list-style-type: none"> 1. Carrying out agricultural training or how to use extension media in collaboration with other farmer groups. (S4,T2,T4) 2. Even though members of the prosperous farmer group have minimal education, there are still regular meetings of the Akkor Jaya farmer group (T4, S2) 	<ol style="list-style-type: none"> 1. Teaching farmer groups who are not yet able to follow agricultural technology (W2, T1) 2. Increasing outreach media for farmer groups located in villages that are difficult to reach (T1, T3, W4)

Source: Primary Data Processed 2023

After identifying internal and external factors that constitute strengths and weaknesses as well as opportunities and threats in the performance of farmer groups, several alternative strategies can be considered, including:

1. Strategy S-O

S-O (Strength-Opportunity) strategy or strength-opportunity strategy is a strategy that uses internal strengths to take advantage of external opportunities. Alternative S-O strategies that can be formulated are:

- a. There is guidance and supervision in farmer groups provided by extension workers or village heads. Guidance in farmer groups is very important because quite a few members do not really understand the function of farmer groups and their members. So the extension workers are fully supported by the Village Head to explain the functions and everything related to the farmer group clearly and be understood by all members.
- b. With the support of extension workers for farmer groups, the Village Head also participates in motivating farmer group members to frequently carry out training for farmer group members.
- c. The role of extension workers and Village Heads for farmer groups is to provide motivational support for farmer groups for the progress of the farmer group. Extension workers also often hold training for farmer groups so that farmer groups can apply them to their daily lives.

2. W-O strategy

W-O (Weakness-Opportunity) strategy or weakness-opportunity strategy is a strategy to minimize existing weaknesses to take advantage of external opportunities. Alternative W-O strategies that can be formulated are:

- a. Improving the Akkor Jaya Farmer Group which is not active in Farmer Group Activities.
- b. Utilization of internet media for Farmer Groups assisted by extension workers as one of the farmer group activities. Currently, internet media is commonly used by various groups. The introduction of internet media can also be used as one of the farmer group activities which aims to enable farmer group members to become more familiar with the world of the internet, so that it is easier to obtain renewable agricultural information. This activity was assisted by agricultural extension workers.

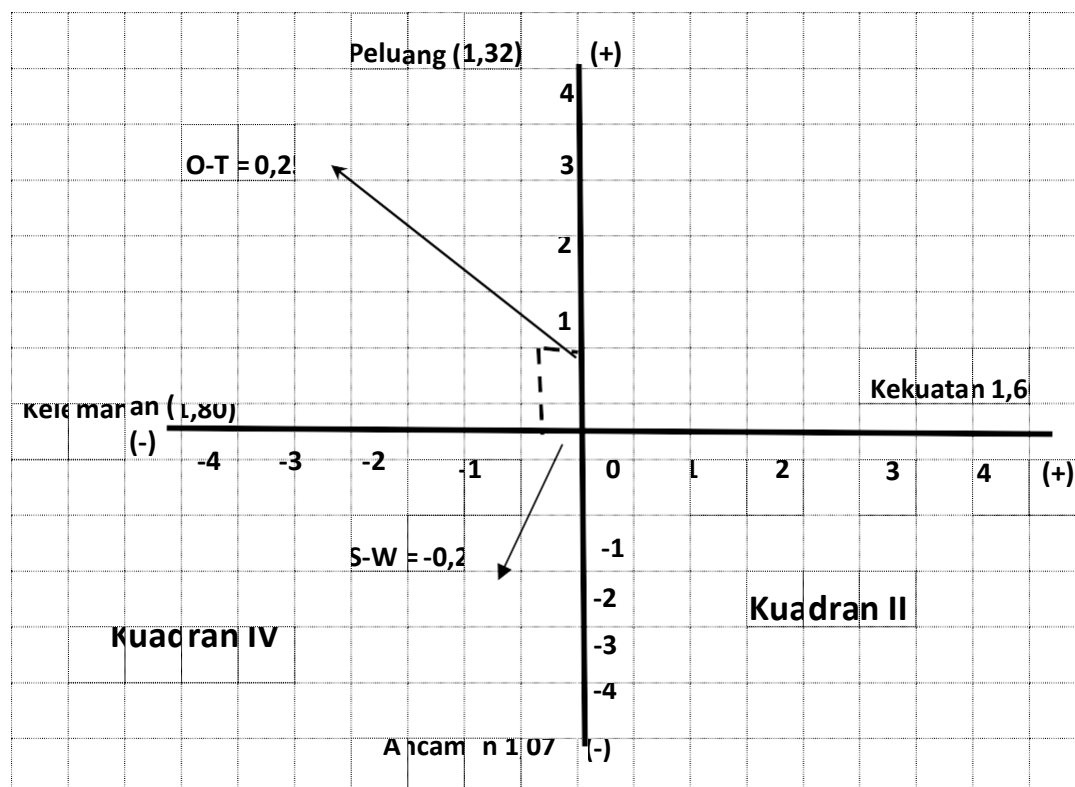
3. Strategi S-T

The S-T (Strength-Threat) strategy or strength-threat strategy is a strategy for optimizing the (internal) strength you have in avoiding threats. Alternative S-T strategies that can be formulated are:

- a. Carrying out agricultural training or how to use extension media in collaboration with other farmer groups.

- b. Even though members of the Akkor Jaya farmer group have minimal education, regular meetings of the Akkor Jaya farmer group can run.
4. **The W-T (Weakness-Threat)** strategy or weakness-threat strategy is a defensive strategy to minimize weaknesses (internal) and avoid threats (external). Alternative strategies that can be formulated are:
 - a. Teaching farmer groups who are not yet able to follow agricultural technology. The majority of members of the Akkor Jaya farmer group have not fully followed technological developments, especially agricultural technology. So it is necessary to learn about agricultural technology so that members of farmer groups are able to follow the flow of renewable technology from the world of agriculture,
 - b. Increase outreach media for farmer groups located in hard-to-reach villages.

Based on the results of internal and external factor analysis calculations in the Akkor Jaya farmer group in Banyupelle Village, based on these calculations it can be depicted in a SWOT diagram as follows:



SWOT Diagram Image

The calculations regarding the SWOT diagram above are as follows:

- a. Internal analysis coordinates total strength score – total weakness score ($1.60 - 1.80 = -0.2$)
- b. External analysis coordinates total opportunity score – total threat score ($1.32 - 1.07 = 0.25$)

Based on the SWOT diagram analysis, the performance position of farmer groups in Banyupelle Village is in quadrant III, where this position is a very favorable condition for the performance of farmer groups, farmer groups can take advantage of internal potential by taking advantage of

existing opportunities. The strategy that needs to be used by the Akkor Jaya farmer group is the W-O strategy, which is as follows:

1. Improving the performance of the Akkor Jaya Farmer Group because the Akkor Jaya Farmer Group is not active in Farmer Group activities.

In each farmer group there needs to be motivation from related parties such as extension workers, agricultural services and village heads. This motivation is very important so that farmer group members are enthusiastic about farmer group activities. Also often provides farming training and holds other useful activities. In this way, farmer group members do not get bored and actively participate in farmer group activities.

2. Utilization of internet media for Farmer Groups assisted by extension workers as one of the farmer group activities.

Currently, internet media is commonly used by various groups. The introduction of internet media can also be used as one of the farmer group activities. This activity aims to enable farmer group members to become more familiar with the world of the internet so that it is easier to obtain renewable agricultural information. This activity was assisted by agricultural extension workers.

CONCLUSION

From the explanation above, it can be concluded that with the SWOT analysis there are two indications of alternative strategies to improve the performance strategy of the Akkor Jaya farmer group in Banyupelle Village, Palengaan District, Pamekasan Regency, namely improving the performance of the Akkor Jaya Farmer Group because the Akkor Jaya Farmer Group is not active in Farmer Group activities. and by utilizing internet media for Farmer Groups assisted by extension workers as one of the activities of the Akkor Jaya Farmer Group.

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