

# Strengthening the Beef Cattle Farmer-Based Organization in PartnershipSystem of Maiwa Breeding Center

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## Strengthening the Beef Cattle Farmer-Based Organization in Partnership System of Maiwa Breeding Center

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**Abstract.** This research aimed to study improvement of beef cattle farmer-based organization in partnership system of Hasanuddin University Maiwa Breeding Centre. The research population was 75 farmers with a sample of 43 respondents whose determination was carried out in descriptive statistics using the Slovin formula. The sampling technique was carried out by simple random sampling. Observation data retrieval techniques are direct observation on MBC Unhas locations and in-depth interviews using structured questionnaires. The analysis was carried out quantitatively descriptively using descriptive statistics (frequency distribution table). As a result, the improvement strategy on resource (R), organization (O), and norm (N) aspects was perceived as less effective in achieving strengthen beef cattle farmer-based organization in partnership system of Maiwa Breeding Center.

### 1. Introduction

Beef cattle has been regarded as important commodity in animal farm sub-sector. This can be represented by a growing demand in beef meat. To date, Indonesia has partially supplied meat for domestic need; thus, importation of both meat and live cattle from other countries such as Australia and New Zealand is considered as the most potential solution. To deal with this problem, meat self-sufficiency program was released in 2010 as one of the promising efforts. In this case, the effective approach should consider government and community aspirations from those primarily involved in beef cattle farm if it is to be successful. Unfortunately, current beef cattle industries have been at worrying situation, proven by depletion of beef cattle population up to 4.10% [1].

The livestock industries particularly fattening sector faced numerous constraints in the inadequacy of feeder cattle supply, including its quality, quantity, and continuity. This situation allows to import feeder cattle from other countries. In order to tackle this problem, there is a necessity to formulate further strategies through establishment of science and technology-based breeding center capable of producing high quality cattle for both breeding and fattening sectors.

The program began with collaboration between higher education, i.e. Hasanuddin University and relevant partners, i.e. LIPI and Ministry of Research and Technology, establishing center for beef cattle development, i.e. Maiwa Breeding Centre (MBC). Located in Enrekang Regency with total area of ±250 Ha, it is plotted as Technopark area designed to be one of the centers for research, science and technology. Besides, MBC is also a business unit distributing high quality cattle to farmers under partnership agreement (profit and loss sharing). In fact, we found that MBC activity was less effective since, in term of organizational aspect, there was unclear job description related to the partnership organization. Therefore, a proper solution is inexorable to ensure MBC existence in the future. We proposed the organizational improvement of MBC with aid of social power. [2,3] stated that social power as complementary factor referring to institutional dimension, emerging relationship, and norms that shape quality and quantity means not just a range of institutions or groups supporting the social life, but collectively guards the unity of members. Based on this background, this study is set up to



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establish effective organizational performance using social media to ensure the sustainability of Unhas Maiwa Breeding Center.

## 5 Materials and Methods

This research was conducted in Enrekang Regency, South Sulawesi Province, Indonesia. Three-months study period (February-April 2018). This research was carried out with a descriptive quantitative approach which is a description or description of the variables of MBC Unhas institutional strengthening in the partnership system of beef cattle farmers groups. The study population was 75 farmers with a sample of 43 respondents whose determination was carried out in descriptive statistics using the Slovin formula. The sampling technique was carried out by simple random sampling. Observation data collection techniques are direct observation on MBC Unhas locations and in-depth interviews using structured questionnaires. The analysis was carried out quantitatively descriptively using descriptive statistics (frequency distribution table). Due to the qualitative type of data, the qualitative type of data will be transformed into quantitative by using a Likert scale by creating categories and each category given a score with three categories, namely:

1. High category (score 3), interval 87-129
2. Medium category (score 2), interval 44-86
3. Low category (score 1), interval 0-43

Determination of intervals is based on the Likert scale, namely:

- Highest score =  $3 \times 43$  (number of respondents) = 129
- Lowest score =  $1 \times 43$  (number of respondents) = 43



## 3. Results and Discussion

The organizational improvement of beef cattle farmers in Unhas MBC was assessed using 3 aspects: (1) resource (R) consisting of natural, human and financial resource, (2) organizational aspect (O), and (3) norm aspect (N).

### 3.1. Resource aspect

#### 3.1.1. Natural resource

In this aspect, the assessment was referred to field ownership status, cattle ownership status, and housing system. The result indicated that farmer's ownership to these natural resources was still limited, as presented in Table 1.

**Table 1.** Assessment of natural resource ownership of beef cattle farmers

No.	Description	Interval Score	Category
1.	Field ownership	35	Low
2.	Cattle ownership	28	Low
3.	Housing system	40	Low
Total		103	
Average		34	Low

Source: Primary data, 2018.

The low ownership was due to limitation in field area owned by farmers, with average area of 0.5 Ha. As a consequence, livestock farmers had limited area to plant crops, leading to inadequacy of forage. In general, the number of cattle owned was less than 5 cows, originating from their own and MBC. Furthermore, MBC's supports for livestock farmers were definitely low, ranging from 1-4 cattle. Hence, there was a big burden for farmers to perform the partnership agreement. In short, this partnership is economically less profitable. Meanwhile, cattle housing was still performed in traditional method, in which cattle shed was constructed close to their house, made of woods and did not meet technical standards. [4] argue that natural resource was considered as engine of growth, transforming resources to man-made capital which was in turn could produce a higher productivity in the following periods.

### 3.1.2. Human resource

Human resource was evaluated from education level, knowledge, skill, and experience. The assessment result was presented in Table 2.

**Table 2.** Assessment of human resource of beef cattle farmers.

No.	Description	Interval Score	Category
1.	Education	40	Low
2.	Knowledge	32	Low
3.	Skill	24	Low
4.	Experience	19	Low
Total		115	
Average		29	Low

Source: Primary data, 2018.

The result exhibited that overall category for human resource aspect was at low category. This was clear since education level of most farmers was graduation of junior high school, which also contributed to their knowledge for improving animal's productivity. The skill was also categorized as low, since they did not obtain proper supervision from MBC. Meanwhile, their experience was obtained from their predecessors. [5] found that human resource could be a central factor in organization. Related to function, it was established according to vision for human needs and in realization, the mission was managed and controlled by human. Thus, human constitutes a strategic element in institutional activities.

### 3.1.3. Financial resource

Financial resource of the farmers was evaluated according to own finance and financial support provided by MBC. The result was presented in Table 3.

**Table 3.** Assessment of financial resource of beef cattle farmers.

No.	Description	Interval Score	Category
1.	Own finance	42	Low
2.	Financial support from partner	39	Low
Total		81	
Average		41	Low

Source: primary data, 2018.

The result proved that financial resource of the farmers was categorized as low. This condition seemed to be caused by poor financial management, in which their budgeting was not only allocated for farm, but also for daily expenditure and education. On the other hand, the 1-4 cattle from MBC were still less significant in rising their income. This condition leads to an increasing cost for farmers,

which makes them more difficult to run their livestock business. [6] stated that financial resource was fund allocated for organizing the business activities; thus, the business goals could be achieved.

### 3.2. Organization Aspect (O)

In this aspect, we assessed 3 elements, i.e. organization structure, implementation of Articles of Association (AD/ART), and administrative completeness. The result was presented in Table 4.

**Table 4.** Assessment of organization aspect of beef cattle farmers.

No.	Description	Interval Score	Category
1.	Organization structure	38	Low
2.	Implementation of ADRT	34	Low
3.	Administrative completeness	20	Low
Total		92	
Average		31	Low

Source: primary data, 2018.

Assessment result on organization aspect of farmer group exhibited that this aspect was classified as low. Although the organizational structure was successfully established, it did not run properly. Similarly, the existing AD/ART was not consistently implemented. For instance, disobedience by members and leaders was not punished. Administratively, we found that this farmer organization had poor administrative completeness in some important documents such as saving and loan book, meeting book, and financial report. [7,4] stated that organization defined as distribution of duties and their connectivity among people who hold the position, collectively and consistently directed to achieve the goals of an organization.

### 3.3. Norm Aspect (N)

Norm aspect was assessed through 3 elements, i.e. return of loan fund, punishment for individual transgression, and member's participation on group activities. The result was exhibited in Table 5.

**Table 5.** Assessment of norm aspect of beef cattle farmers.

No.	Description	Interval Score	Category
1.	Return of loan fund	36	Low
2.	Punishment	26	Low
3.	Member's participation	19	Low
Total		81	
Average		27	Low

Source: primary data, 2018.

The result showed that norm aspect in beef cattle farmer group was also categorized as low. We found that organization regulation was made by leaders, without involving members. Besides, the regulation was then orally communicated to members. Because of this situation, most members considered that the rule was established to meet administrative requirements for accessing the support (cattle), regardless its sustainability.

Additionally, punishment for individual transgression was not entirely implemented; thus, participation of members in organization events was low. We reported that organizational improvement in beef cattle farmer group of Unhas MBC in term of resource, organization and norm aspects was definitely unsatisfied and ineffective to achieve the goals of organization. To deal with this constraint, the organizational aspects could be strengthened effectively and efficiently using social power. [9] stated that the strengthening efforts in an organization involved improvement of individual behavior, organizational behavior and social system in order to reach goals determined effectively and efficiently, including: (a) increasing individual performance in knowledge, skill and behavior; (b)

elevating organizational performance in organization and management, finance, and structure; (c) improving social independence.

#### 4. Conclusion

Improvement of beef cattle farmer-based organization in partnership system of Unhas Maiwa Breeding Centre according to resource, organization and norm aspects was still weak, which is unable to support group in achieving the goals of organization to create better member welfare. Therefore, institutional development should consider member awareness in trust, collaboration, and consistent regulatory compliance through involving social power.

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