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Strategy for the Successful Implementation of Social Capital Based on Cattle Business Insurance

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Abstract Cattle business insurance or AUTS is one of the government programs through the Ministry of Agriculture of the Republic of Indonesia, with the aim of protecting cattle farmers so that they can continue to breed cattle if field conditions do not support it, such as an accident, death due to illness, being stolen by irresponsible people. The AUTS program is a form of the government's seriousness and concern for cattle farmers so that carrying out cattle farming can be sustainable. The purpose of this study was to get an overview of the strategy for implementing the successful implementation of cattle business insurance or AUTS based on social capital. The research was conducted in Barru Regency with respondents who came from cattle breeders who took part in AUTS. The research method used in this study is to collect data using questionnaires and conduct surveys and focused group discussions. The data that has been collected is processed using SWOT data analysis. The research output is to get an overview of the AUTS implementation strategy. The results of the research based on SWOT and QSPM analysis indicate that it needs to be continued and maintained because the successful implementation strategy of AUTS implementation is in the growth and aggressive quadrant with IFES and EFAS coordinates, namely X: Y = (X = 0.90; Y = 1.08). The QSPM strategy is 2.62 regulatory support, 1.09 government premium assistance, and 1.90 livestock service support.

Keywords Implementation Strategy, Social Capital,

Cattle Business Insurance

1. Introduction

Cattle business insurance or AUTS is one of the government programs through the Ministry of Agriculture of the Republic of Indonesia, with the aim of protecting cattle breeders so that farmers can continue to cultivate cattle if field conditions do not support it, such as an accident death due to illness, being stolen by irresponsible people. The cattle business insurance program is a form of the government's seriousness and concern for cattle farmers so that cattle farmers in carrying out cattle farming can be sustainable. Therefore, the central government, in this case, the ministry of agriculture of the Republic of Indonesia, through the provincial and district livestock services, is an extension of the central government. On the other hand, the state financial policy in the agricultural sector is imperfect and contains several miscalculations, in particular, the lack of comprehensive strategic approaches and a clear justification of development priorities, the dispersion of public funds allocated for various programs and individual activities, the lack of clear criteria for allocating state support, which sometimes leads to irrational use of budget funds [19].

The assessment of breeders as prospectively insured is

also determined by the assessment of insurance institutions by applying several assessments in accordance with the 5C concept, namely: character, capacity, collateral, capital, condition of the economy, and constraint [5]. Character is one of the criteria in the 5C assessment in formal institutions that must be strengthened. The insured character concerns the character, attitudes, and values adopted by the breeder. Good character will determine the intention or willingness and compliance to fulfill its obligations in accordance with the established agreement [4]. The AUTS program is a relatively new program, so it is necessary to provide more intensive understanding and benefits of AUTS for farmers [6].

Temperature change, to represent the effects of global warming was also thrown in the mix. It reveals that land use and labor have direct impacts on cattle production and the study concludes that land-use planners need to make more agricultural land available for cattle production, while significant investments into manpower to increase their quantity and competency should be encouraged. This research contributes to existing knowledge by identifying those critical areas needing intervention to ensure that the United States continues to be the world's largest cattle producer, a position being threatened by decreasing cattle production numbers over the last quarter of a century. This will help prevent inflation and possible food insecurity [20].

Concrete evidence of support from the Ministry of Agriculture of the Republic of Indonesia for cattle business insurance breeders or AUTS, there is a strengthening legal aspect, namely in the case of institutions or institutions that have been regulated in the technical guidelines and general guidelines for the implementation of cattle business insurance (Ministry of Agriculture of the Republic of Indonesia Number 02 / 5 / SR. 220 / B.01 / 2017; Law Number 19 of 2013: Minister of Agriculture RI Number 40/permentan/SR.230/7/2015. In line with Ilmawati *et al.*, (2021), this means strengthening social capital is cooperation, networking, and trust because it involves several institutions that strengthen each other in the success of cattle business insurance and this also means that the procedure for handling cattle business insurance or AUTS has been structured starting from breeders, head of farmer groups, livestock services, and business insurance services cattle or AUTS.

With regard to the involvement of several institutions or institutions that handle AUTS, then of course the social capital of the actors who are in the institution or institution plays a full role in the success of cattle insurance or AUTS. The social capital in question is that for farmers there must be awareness and interest in participating in AUTS, then the livestock service instills trust in farmers in the implementation of AUTS, as well as group leaders must instill trust in farmers in AUTS activities, the institution provides premium subsidies as farmer assistance, the government carries out regulatory

support on AUTS, support for Indonesian service insurance cooperation with breeders, also the establishment of mutual cooperation between the livestock service and Indonesian insurance services, as well as collaboration with Indonesian insurance services with the head of the farmer group. Of course, multi-stakeholders in the successful implementation of cattle business insurance activities or AUTS must be supported by an absolute requirement that each actor must be professional in their field, and, there must be infrastructure that supports the implementation of cattle business insurance operations or AUTS, both digitalis infrastructure, and road facilities that can be used. facilitate access to AUTS implementation activities [10]. states that social capital as the main element is (1). Cooperative relationship with indicators of honesty, fairness, non-discrimination or egalitarian attitude, tolerance, generosity, or taste, (2). Network or network with indicators of participation, reciprocal exchange, solidarity, cooperation and justice, (3). Norms or norms with indicators of shared values, sanctions and enforcement of rules or morals. Further stated by Rustiadi *et al.* [10] that the norm is a social right to control one's actions by others. This is accompanied by a form of sanctions that can shape appropriate behavior or can be socially responsible. Damsar [1] states that a network or network is a bond between nodes or people or groups related to media or social relations that are bound by elements of trust, which grow and are based on norms or rules that bind both parties. Ilham *et al.* [21] takes an approach to the element of trust which states that trust is a hope that grows in a society aimed at the existence of honesty, orderly, and cooperative behavior based on shared norms. While Ilham *et al.* [22] states that trust is a form of desire to take risks in social relations activities based on a feeling of confidence that both parties in social relations expect each other, and will always act in a mutually supportive action pattern. Hamonangan *et al.* [5], trust is a belief in another party or trusted party that directs a person or party who trusts to take action on a trusted party that the trust will have positive consequences for the trusted party [2]. Affirming that trust is an input of social capital in the form of mutual trust which is the basis for individuals who carry out social interactions in carrying out closer social relations between community members.

In relation to social capital indicators by each actor of cattle business insurance for the successful implementation of cattle business insurance, a strategy for implementing cattle business insurance activities is needed through the theory approach. Sahat Simbolon *et al.* [25], regarding implementation in terms of the IFAS and EFAS strategy factor matrices as well as the SWOT matrix and SWOT quadrant. Mahdawi *et al.* [23] and Isfenti *et al.* [24] discuss the social capital of the successful implementation of the Cattle Livestock Business Insurance program or AUTS.

2. Materials and Methods

Present the research design, research type and research. This research was conducted in one of the regencies in South Sulawesi Province for 3 months in 2022. Data collection method used in this research is FGD method, where is one of of collecting research data with final result giving data coming from the interaction result of some of research, like generally other data collection methods [24]. On the basis of starting from the main issue, it was based on the results of surveys and focused group discussions or FGDs to cattle farmers that enthusiasts of the cattle business insurance program or AUTS by farmers have not been distributed. Therefore, normally it does not meet the expected target of what was planned by the government.

The farmer's statement that the cause was caused by the seriousness of several institutional elements or actors from multi-stockholder institutions involved in the cattle business insurance program ranging from mentoring activities and socialization to the registration process to insurance claims in average the satisfaction experienced by farmers did not match their expectations. The impact of trust and the network of breeders to institutions of cattle business insurance actors has decreased or it can be said that the social capital of multi-stakeholder actors is the cause of discontinuity. And with the conditions revealed, it is necessary to examine in depth to find the truth of the actual causal factors so that the implementation of the Cattle Livestock Business Insurance program has not been as expected.

Because when viewed from the aspect of government support through the Ministry of Agriculture of the Republic of Indonesia, the program is very beneficial for the farmers in terms of the sustainability of the cattle business, increasing the income of farmers and the convenience of farmers in cultivating cattle. Government support is in accordance with Law Number 19 of 2013 concerning the protection and empowerment of farmers and breeders. Then Law No. 19 of 2013, Article 37 paragraph (1) States that the provincial government and local governments in accordance with their authority are obliged to protect farming carried out by farmers in the form of agricultural livestock insurance. Reinforced by the regulation of the Minister of Agriculture No. 40/permentan/SR.230/7/2015, concerning livestock farming insurance facilities. Decree of the Minister of Agriculture of the Republic of Indonesia Number 02/kpts/SR.220/B.01/2017, concerning providing assistance in the form of premium subsidies for cattle farmers who participate in the Cattle Livestock Business Insurance (AUTS) program.

3. Data Analysis

For the purposes of the strategy for implementing the successful implementation of AUTS and using a SWOT analysis tool, a survey and focused group discussion or

FGD have been carried out with data obtained based on variables and indicators, namely those studied in the internal discussion of SWOT analysis factors including strengths, weaknesses, and external forms of SWOT analysis factors. namely opportunities and threats, then analyzed using the IFES and EFES matrix so that the results of the successful implementation of Cattle Livestock Insurance or AUTS are obtained. So that in order to find a strategy model for the successful implementation of the cattle business insurance implementation, the following variables and indicators are proposed including: (X1). Variable Strength, with indicator (X1.1). Awareness of farmers about AUTS, (X1.2). Interest in participating in cattle business insurance, (X1.3). Trust in the livestock service, (X1.4). Trust in the head of the farmer group, (X1.5). Government aid premium subsidy; (X2). Weakness variable, with indicator (X2.1). Premium paid capital, (X2.2). knowledge of farmers about cattle business insurance, (X2.3), utilization of supporting infrastructure, (X2.4). Trust in Indonesian service insurance, (X2.5). dependency of AUTS registration premium procedure, (X2.6). dependency of Claim registration procedure, and (X2.7). Direct access to Indonesian service insurance: (X3). variable opportunity or opportunity, with indicator (X3.1).wo regulatory support, (X3.2). Disk support.; (X4). The threat variable, with indicators (X4.1), animal husbandry Department operational costs, (X4.2). Indonesian service insurance cooperation support with breeders, (X4.3). animal husbandry Department cooperation support with Indonesian service insurance, (X4.4). Jasindo cooperation support with the chairman breeder group, (X4.5). Indonesian service insurance professional work on AUTS, (X4.6). Indonesian service insurance rule enforcement, and (X4.7). AUTS infrastructure operator to animal husbandry Department.

To prove the truth of the condition of the field phenomenon and obtain an implementation strategy for the implementation of cattle business insurance, this study determines 60 respondent cattle farmers who are registered as participants in the Cattle Business Insurance and have carried out their obligations according to the rules that have been set, and also know the ins and outs of the procedure for the Cattle Business Insurance program or AUTS.

The method of collecting data on 60 respondents is by conducting direct interviews with a questionnaire tool. And before collecting data to determine research variables and indicators, it is preceded by a field survey and holding a meeting known as a focused group discussion (FGD). The results of data collection were analyzed statistically with the description of the SPSS version program and continued using a SWOT analysis tool with the help of the IFAS and EFAS matrix. The use of descriptive statistics, because the nature of the data is ordinal or categorical sourced from qualitative data, while the type of research is quantitative descriptive, then qualitative data is quantified

using a 5-level Likert scale, namely a value of 5 means very good, close to perfect, a value of 4 means good, a value of 3 means quite good, a value of 2 means not good, and a value of 1 means very bad [6] [10] [7].

Along with this condition, the basic reference for determining research variables and indicators is using the grand theory of Robert [9] and Silalahi [12]. Also, this research still refers to the results of previous studies which will be compared with the results of these studies, in order to obtain theoretical implications and policy implications. And the results of this study will contribute the strategy of implementing the successful implementation of the cattle business insurance program or AUTS.

4. Limitation and Scope of Research

The scope of the research includes:

1. The main actors in Cattle Livestock Business Insurance or AUTS, in this case, cattle breeders in rural areas, pay a record premium of Rp.40,000.00 per year. And in collaboration with the animal husbandry service, group leader for premiums and claim payments, as well as receiving socialization from the animal husbandry service and PT. Indonesian Insurance Services or Jasindo
2. The Ministry of Agriculture of the Republic of Indonesia through the Directorate General of Livestock and Animal Health as the initiator of Cattle Livestock Business Insurance or AUTS, as well as strengthening AUTS regulations, and assisting AUTS cattle breeders with 80% premium funds from a total premium budget of IDR 200,000 per head per year. Or IDR 160,000.00 per head per year
3. Provincial and District Animal Husbandry Services as an extension of the Central Government in terms of breeding networking for Indonesian insurance services, group leaders, and cattle breeders, as well as conducting socialization on Autism, collaboration, monitoring evaluation, and assistance to breeders and group leaders on premiums, policies and claims activities as well as the maturation and strengthening of general guidelines and AUTS technical guidelines for cattle breeders.
4. Indonesian insurance services are tasked with receiving premiums from breeders and the government, paying claims, as the party responsible for cattle coverage from the insured cattle breeder, also conducting outreach and collaborating with livestock services, heads of breeder groups and AUTS cattle breeders.
5. The Chairperson of the Cattle Breeders Group as a representative of cattle breeders to the livestock service, Jasindo and as breedgin from the service, Jasindo to AUTS cattle breeders, helps the livestock service, Jasindo in conducting outreach, as well as assisting breeders for selection, collection of AUTS

requirement files which are then forwarded to Indonesian animal husbandry and insurance services or Jasindo.

6. The sustainability and success of the Cattle Livestock Business Insurance program is largely determined by critical awareness in applying the implementation of individual or institutional ownership in the form of social capital to the activities of the Cattle Business Insurance program or AUTS which includes trust, honesty, network, and rules or norms.
7. The research locations were Barru and Gowa Regencies, South Sulawesi Province where cattle breeders carried out AUTS activities.

5. Results and Discussion

5.1. Implementation Strategy for the Successful Implementation of the Cattle Livestock Business Insurance Program or AUTS

Sugiyono., (2016), states that the focus of design and development research can be placed on front-end analysis, namely planning, production, and evaluation or PPE.

5.1.1. Planning

Planning in strategy formulation using SWOT analysis. According to Rangkuti., (2018) the stages of strategy preparation with SWOT analysis include:

1. Internal and External Data Collection

Data collection in this study was used by direct observation and through interviews using a list of questions that had been prepared previously.

Internal factors are factors that influence the implementation of the cattle business insurance program or AUTS including strengths and weaknesses as follows:

5.1.2. Strength:

1. Awareness of farmers about cattle business insurance is good.
2. The interest of farmers in participating in cattle business insurance is very good or very enthusiastic.
3. Breeders' trust in the livestock service is good.
4. Farmers' trust in the head of the farmer group is very good.
5. Farmers feel very happy or very excited about the government assistance premium.

5.1.3. Weakness:

1. The average premium paid by farmers for 20% is still heavy.
2. Breeders still feel they need an understanding of knowledge about cattle business insurance
3. Farmers in the operationalization of network infrastructure and applying cattle business insurance cellular are highly dependent on the family of the farmer and the livestock service

4. Farmers' trust in Indonesian service insurance is very low as a result of not understanding in depth about premiums and claims and cattle business insurance in total as a result of the very low frequency of arrivals to the location of the cattle business insurance implementation.
 5. Farmers in the Premium procedure are highly dependent on the Department of Animal Husbandry and the head of the farmer group or have not been independent as a result of ignorance of the procedure.
 6. Farmers in the claim procedure are highly dependent on the Animal Husbandry Service and the head of the farmer group or have not been independent as a result of ignorance of the procedure.
 7. Breeders do not have direct access to Indonesian service insurance.
- From the internal strategy factors described above, they consist of the strengths and weaknesses felt by the farmers towards the activities programmed by the government, namely the Cattle Livestock Business Insurance or AUTS. For more details, the internal factors of farmers measured in terms of strengths and weaknesses can be seen in Tables 1 and 2. In matrix form.

Table 1. IFAS Strategy Factor Matrix (Strength)

Description FSI (I)	Weight	Rating	B x R
Farmer Awareness About cattle business insurance	0.18	3.68	0.67
Interests in Joining cattle business insurance	0.20	4.08	0.83
Trust in the Department of Animal Husbandry	0.19	3.87	0.74
Trust in Group Leader	0.20	4.13	0.85
Government Assistance Premium Subsidy	0.22	4.42	0.97
Total (S)	1.00	20.18	4.05

Source: Research Results, 2022

Table 2. IFAS Strategy Factor Matrix (WEAK)

Description	Weight	Rating	B x R
Premium Paid Capital	0.13	2.72	0.36
Farmer Knowledge About cattle business insurance	0.12	2.52	0.31
Utilization of cattle business insurance Supporting Infrastructure	0.19	3.92	0.74
Trust in Indonesian service insurance	0.10	2.15	0.22
AUTS Registration Premium Procedure Dependence	0.17	3.55	0.61
Claim Registration Procedure Dependence	0.19	3.87	0.72
Direct Access To Indonesian service insurance	0.10	2.00	0.19
Total (W)	1.00		3.15
S – W			0.90

Source: Research Results, 2022

External factors are factors that strongly support the successful implementation of cattle business insurance or AUTS. In a SWOT analysis of external factors, there are opportunities and threats. For more details can be described as follows:

5.1.4. Opportunity

1. Government support from the regulatory aspect is very high.
2. Support from the Department of Animal Husbandry in terms of the cattle business insurance Program is good, close to very good.

5.1.5. Threat

1. Operational costs or incentives for livestock service officers are often complained of and affect the personality of each officer.
2. Indonesian service insurance cooperation support with breeders is not good as a result of the low frequency of visits and Indonesian service insurance professional work.
3. Indonesian service insurance cooperation support with the livestock service is good but can threaten sustainable cooperation.
4. Indonesian service insurance cooperation support with the group leader is very good but can threaten sustainable cooperation
5. Indonesian service insurance professional cooperation with cattle business insurance is very low
6. Indonesian service insurance enforcement of cattle business insurance rules is lacking.
7. Operators of the cattle business insurance infrastructure are highly dependent on the livestock service.

From the external strategy factors described above, they consist of opportunities and threats that are felt by farmers to have an impact on activities programmed by the government, namely Cattle Livestock Business Insurance or AUTS. For more details, external factors that influence which are measured by opportunities and threats can be seen in Tables 3 and 4. In the form of a matrix.

Table 3. EFAS Strategy Factor Matrix (OPENCY)

Description FSE (I)	Weight	Rating	B x R
Regulatory Support	0.52	4.33	2.27
Livestock Service Support	0.48	3.93	1.87
Total (O)	1.00		4.14

Source: Research Results, 2022

Table 4. Matrix of EFAS Strategy Factors (THREATS)

Description	Weight	Rating	B x R
Livestock Service Operational Cost	0.10	2.07	0.21
Indonesian service insurance Cooperation Support With Breeders	0.11	2.15	0.23
Support for Cooperation between the Animal Husbandry Service and Indonesian service insurance	0.18	3.55	0.63
Indonesian service insurance Cooperation Support With Group Leader	0.21	4.13	0.85
Indonesian service insurance Professional Work Against AUTS	0.10	1.95	0.19
Enforcement of Indonesian service insurance Rules	0.15	2.93	0.43
cattle business insurance Infrastructure Operator To Animal Husbandry Service	0.16	3.22	0.52
Total (T)	1.00		3.07
O – T			1.08

Source: Research Results, 2022

5.2. Analysis of Internal and External Factors

Referring to Tables 1, 2, 3 and 4 contained in the IFAS and EFAS matrices, the results of the rating and weight calculations given by 60 respondents are illustrated, and the results from IFAS and EFAS will determine the existing conditions achieved by the quadrant providing input for improvement. the strategy for implementing the successful implementation of the cattle business insurance cattle business insurance program, and as a result, the score achieved by the IFAS node or the X and EFAS coordinates or the X coordinates is the value of the internal factor (S - W) which is 0.90, and the value of the external factor (O - T) is 1.08.

5.3. SWOT Matrix

5.3.1. SO Strategy:

1. Cattle business insurance actors or cattle business insurance actors must obey the rules that have been set.
2. Increase the cooperation of the livestock service team and the group leader and farmer volunteers.
3. Maintain the premium subsidies for government assistance.
4. Conduct training for farmers and farmer volunteers on AUTS.

5.3.2. WO Strategy:

1. It is necessary to strengthen KSPM and BKPM institutions to handle cattle business insurance and premiums.
2. cattle business insurance training is needed for breeders and farmer volunteers as well as animal husbandry officers, Indonesian service insurance and Group Leaders.
3. Need training for volunteer infrastructure operators for cattle business insurance.
4. Critical awareness is needed for all actors in dealing with cattle business insurance.
5. Sanctions are required according to applicable regulations.

Table 5. Matrix SWOT Program Cattle Business Insurance

<p>INTERNAL</p> <p>EKSTERNAL</p>	<p>STRENGTH</p> <ol style="list-style-type: none"> 1. Farmer Awareness About AUTS 2. Interests in joining AUTS 3. Trust in animal husbandry Department 4. Trust in the Group Leader 5. Government Assistance Premium Subsidy 	<p>Weakness (W)</p> <ol style="list-style-type: none"> 1. Premium Paying Capital 2. Farmer Knowledge About cattle business insurance 3. Utilization of cattle business insurance Supporting Infrastructure 4. Trust in Indonesian service insurance 5. Dependence on cattle business insurance Registration Premium Procedure 6. Dependency of Claim Registration Procedure 7. Direct Access to Indonesian service insurance
<p>OPPORTUNITY</p> <ol style="list-style-type: none"> 1. Regulatory Support 2. Support from the Livestock Service 	<p>STRATEGI SO:</p> <ol style="list-style-type: none"> 1. Cattle business insurance actors or cattle business insurance actors must obey the rules that have been set 2. Increase the cooperation of the livestock service team and the group leader and farmer volunteers 3. Maintain the premium subsidies for government assistance 4. Conduct training for farmers and farmer volunteers on cattle business insurance 	<p>STRATEGI WO:</p> <ol style="list-style-type: none"> 1. It is necessary to strengthen KSPM and BKPM institutions to handle cattle business insurance and premiums 2. Cattle business insurance training is needed for breeders and farmer volunteers as well as animal husbandry officers, Indonesian service insurance and Group Leaders 3. Need training for volunteer infrastructure operators for cattle business insurance 4. Critical awareness is needed for all actors in dealing with cattle business insurance 5. Sanctions are required according to applicable regulations
<p>TREATHS</p> <ol style="list-style-type: none"> 1. Operational Costs of the Livestock Service 2. Indonesian service insurance Cooperation Support with Breeders 3. Cooperation Support from the Livestock Service Office with Indonesian service insurance 4. Support for Indonesian service insurance Cooperation with the Group Leader 5. Indonesian service insurance Professional Work Against cattle business insurance 6. Enforcement of Indonesian service insurance Rules 7. cattle business insurance Infrastructure Operator to Animal Husbandry Service 	<p>STRATEGI ST:</p> <ol style="list-style-type: none"> 1. Increase incentives or honorarium for livestock service officers sourced from the APBD or APBN 2. Conduct training for Indonesian service insurance officers on cattle business insurance 3. Create a Consortium team for the Livestock Service Office, Indonesian service insurance and representatives of the Breeders 4. Conduct training for farmer volunteers in terms of operator infrastructure 5. cattle business insurance mobile clinic needed 6. Increase critical awareness for cattle business insurance actors, including Indonesian service insurance, Animal Husbandry Service and Group Leaders 	<p>STRATEGI WT:</p> <ol style="list-style-type: none"> 1. Create direct access between Indonesian service insurance and farmers that are regulated by rules 2. Integrated services are needed by presenting the cattle business insurance mobile clinic 3. Professional training is required for Indonesian service insurance officers 4. cattle business insurance operator training is required for farmer volunteers who are accompanied by animal husbandry officers 5. It is necessary to increase incentives or honorariums for animal husbandry officers, farmer volunteers, heads of farmer groups with APBD or APBN funding sources

5.3.3. ST Strategy:

1. Increase incentives or honorarium for livestock service officers sourced from the APBD or APBN.
2. Conduct training for Indonesian service insurance officers on cattle business insurance
3. Create a Consortium team for the Livestock Service Office, Indonesian service insurance and representatives of the Breeders.
4. Conduct training for farmer volunteers in terms of operator infrastructure.
5. Required mobile clinic cattle business insurance.
6. Increase critical awareness for cattle business insurance actors, including Indonesian service insurance, Animal Husbandry Service and Group Leaders.

5.3.4. WT Strategy:

1. Create direct access between Indonesian service insurance and farmers that are regulated by rules.
2. Integrated services are needed by presenting the cattle business insurance mobile clinic.
3. Professional training is required for Indonesian service insurance officers.
4. Cattle business insurance operator training is required for farmer volunteers who are accompanied by animal husbandry officers.
5. It is necessary to increase incentives or honorariums for animal husbandry officers, farmer volunteers, head of farmer groups with APBD or APBN funding sources.

Table 6. Matrix QSPM

Description	Weight	Strategy	
		AS	TAS
Strength			
Farmer Awareness About cattle business insurance	0.18	4	0.73
Interests in Joining cattle business insurance	0.20	4	0.81
Trust in the Department of Animal Husbandry	0.19	4	0.77
Trust in Group Leader	0.20	4	0.82
Government Assistance Premium Subsidy	0.22	5	1.09
Weakness			
Premium Paid Capital	0.13	3	0.39
Farmer Knowledge About cattle business insurance	0.12	3	0.36
Utilization of AUTS Supporting Infrastructure	0.19	4	0.76
Trust in Indonesian service insurance	0.10	3	0.31
UTS Registration Premium Procedure Dependence	0.17	4	0.69
Claim Registration Procedure Dependence	0.19	4	0.75
Direct Access To Indonesian service insurance	0.10	3	0.29
Opportunity			
Regulatory Support	0.52	5	2.62
Livestock Service Support	0.48	4	1.90
Threat			
Livestock Service Operational Cost	0.10	4	0.41
Indonesian service insurance Cooperation Support With Breeders	0.11	3	0.32
Support for Cooperation between the Animal Husbandry Service and Indonesian service insurance	0.18	4	0.71
Indonesian service insurance Cooperation Support with Group Leader	0.21	4	0.83
Indonesian service insurance Professional Work Against AUTS	0.10	3	0.29
Enforcement of Indonesian service insurance Rules	0.15	4	0.59
Cattle Business Insurance Infrastructure Operator to Animal Husbandry Service	0.16	4	0.64

Source: Research Results, 2022

5.4. Production

From Table 6. Matrix Quantitative Strategic Planning Matrix (QSPM) it appears that there is a value that determines the attractiveness or Attractive Score (AS) which represents the relative attractiveness of each strategy. While the total attractive score (TAS) which describes the higher the TAS value, the more attractive the strategy and the priority. The results of the QSPM analysis show that the successful implementation strategy of cattle business insurance or AUTS with a TAS value is 2.62 regulatory support, 1.90 livestock service support, and 1.09 government premium assistance subsidies. This means that the stages of work on cattle business insurance that have been prepared and programmed by the government are very in line with what is needed by cattle business insurance breeders, only to achieve perfection it is necessary to strengthen the strengthening of social capital from each cattle business insurance actor who comes from institutions or multi-stakeholder institutions. This is in line with Mahdawi *et al.* [23] that the stages of the strategy for implementing the successful implementation of cattle business insurance are the same as community empowerment which is the essence of increasing community skills and independence in raising their standard of living. Also, Ancok. D [1] states that QSPM is an analysis tool where a number of strategies can be tested sequentially and simultaneously, and this analysis tool integrates internal and external factors so that it can be used as a decision-making tool. This means that the results of this study indicate that the cattle business insurance program is in accordance with the needs of farmers which is carried out in an empowering manner, where each actor if you want to be successful, it is necessary for cattle business insurance actors or multi-stakeholder actors to have high social capital, and it is necessary for policymakers to strengthen supporting elements, both perpetrator operators. infrastructure, as well as supporting incentives for operational costs for the implementation of program activities that are included in the APBD or APBN budget. As well as strengthened training and other facilities that support the activities of the cattle business insurance program or AUTS.

5.5. Evaluation

From the results of the research on the strategy for implementing the success of the cattle business insurance program or AUTS based on the SWOT and QSPM analysis tests and related to the opinion, Mahdawi *et al.* [23] stated that the AUTS program is community empowerment and also agrees with Sumodiningrat. [17] stated that that the testing of a program based on strategy must adhere to the 5 main principles of community empowerment strategy including the cattle business insurance program, namely acceptable, accountable, profitable, sustainable, and replicable, meaning that the cattle business insurance

program it is very in line with the needs of farmer empowerment so that the cattle business insurance program should run and be maintained, and has received full government support from the village level, provincial district to the central government level.

6. Conclusions

From the results of this study can be concluded:

1. The Cattle Livestock Business Insurance Program or AUTS initiated by the Ministry of Agriculture of the Republic of Indonesia must be maintained and continued because based on the results of the SWOT and QSPM analysis, it is in accordance with the needs of the community and can be implemented through community empowerment.
2. For the sustainability of the cattle business insurance program, the actors involved in cattle business insurance activities or multi-stakeholder activities must be strengthened with social capital and critical awareness.
3. The cattle business insurance program based on the principle of strategic implementation of the successful implementation of cattle business insurance needs to be maintained and continued because the farming community has accepted, is accountable, profitable, sustainable and easy to implement.
4. Obstacles in implementing the cattle business insurance program that require improvement are increasing social capital based on critical awareness, training for cellular or digital network infrastructure operators, needing to involve youth volunteers and village women and being trained to become network infrastructure operators, as well as making millennium breeders.
5. For the success of the cattle business insurance program, it is necessary to strengthen cooperation and mutual trust between breeders, animal husbandry services, head of livestock groups, and Indonesian service insurance through the formation of the cattle business insurance work team.
6. To accelerate the work of the success of cattle business insurance, an institutional consortium is needed between the livestock service, Indonesian service insurance and the head of the livestock group as well as representatives of the best selected people from breeders.
7. To create motivation and morale for the actors or actors from multi-stakeholders, it is necessary to provide compensation for services in the form of incentives or honorariums whose budget can be charged to the API or APBN.
8. For the success of the cattle business insurance program, it is necessary to strengthen the farmer institutions, namely the cattle business insurance

- farmer self-help group (KSPA), and the cattle business insurance farmer self-help group (KBKPA).
9. To open direct access for farmers to Indonesian service insurance and the National Education Office as well as group leaders, a mobile clinic for the village cattle business insurance service is needed.
 10. In terms of theoretical implications, one of theory based on Riduwan [8] with SWOT analysis theory are very in line with this study because they have been able to determine the quadrant of the matrix and the coordinates of IFES and EFAS, so that with the results of the analysis a strategy can be carried out that must be implemented both for existing conditions and for existing conditions. follow-up for future conditions. James Coleman and Burt's theory of social capital is very much needed in the development of cattle business insurance for multi-stakeholders for the successful implementation of the cattle business insurance program both now and in the future. So it can be stated that the theory of James Coleman and Burt is in line with this research.
 11. By policy implications for the success of the cattle business insurance program, the government and policymakers need to continue and maintain the cattle business insurance program in the hope that infrastructure facilities, incentives, and social capital, as well as other stimuli, need to be handled wisely and realized More about this source text required for additional translation information Send feedback Side panels.

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