

論文の内容の要旨

農業・資源経済学 専攻

平成 24 年度博士課程 入学

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論文題目

The Performance of Farmer Groups in Yogyakarta Special Region, Indonesia:
Organizational Structure and the Role of Leadership

(インドネシア・ジョグジャカルタ特別地区における農民グループの活動実態：
その組織構造とリーダーの役割)

Now, Indonesia has more than 300,000 farmer groups located in 70,000 villages. Indonesian government started farmer group development policy in 1948. The development of farmer group has accelerated when Indonesia faced serious food shortage in 1960. Farmer group (FG) as a united group of farmers are founded based on similar needs, similar socioeconomic condition and solidarity among them in order to obtain better life and better economic condition. Recently agriculture ministry proclaimed to establish farmer groups taking advantage of existing of social groups in the villages. As a result, during 3 years from 2011 to 2013, there numbers of farmer groups are increased.

However, increasing number of farmer groups has not followed by advanced farmer groups increased. In 2001, only 8% of existing farmer group in Java Island has been classified as advanced farmer group by the government. During 2001 to 2012, in Yogyakarta Special Region, the advanced farmer groups are decreased while pre-intermediate and beginner farmer group are increased. Farmer groups established by external-initiators are likely to be less successful. When the farmers can feel the needs, farmer group has a possibility to be a well-performed one.

This study attempts to explore the historical process and present situation of advanced farmer groups in Yogyakarta Special Region. It focuses on two pioneering farmer groups based on chili farming, which are located on coastal sandy land, the Bugel FG and the Garongan FG. These two farmer groups are reputed as advanced FGs and have been successfully conducting collective activities for both chili farming and chili marketing.

The coastal sandy land had been abandoned because it was unfertile land. Both Bugel farmers and Garongan farmers had faced a poverty problem. However, in Bugel, the area of wetlands was larger than in Garongan, so 50% of previous generation of Bugel farmers had more opportunity to cultivate paddy and chili alternately on wetlands. The income from paddy and chili could be used to send their descents to high school. The next generation of Bugel farmers could have higher education background than those of Garongan farmers. Nowadays, Bugel farmers can easily find an off-farm job because of their better education. The impacts of having off-farm job are to gain experience and knowledge other than farming. However, they became busy with off-farm job which make them difficult to maintain close relationship. As a result, in Bugel village, customary group of exchange labor (*sambatan*) could no longer exist. As pioneers of chili farming on coastal sandy land, the farmers in the Bugel FG always attempt to invent new technology like well and plastic mulch to ease the most difficult tasks of cultivating on marginal land. Those innovations diffused to neighboring villages, including Garongan. Meanwhile, the Garongan FG initiated institutionalized land planning for the sustainability of chili farming. Then, Garongan FG could introduce this institutional innovation taking advantage of shared norms as a community. Bugel FG adopted land utilization, being motivated by the individual economic benefits. Thus, the Garongan FG becomes the pioneer of chili collective marketing in the coastal chili farming region. The collective marketing diffused to the neighboring village of Bugel and has been adopted by them.

Looking at the differences, the Bugel farmers have been concerned with individual preferences and time economization to counter their off-farm business, so they succeeded in developing a pattern of technological innovation. Conversely, the Garongan farmers have been concerned with community relations, so they developed a community-based activity, which eventually resulted in economic benefits. Through social network analysis can be gained the pattern of network. A radial pattern appears in the Bugel FG whereas an interlocking pattern appears on the Garongan FG. The radial pattern is observed by the relationship between members of Bugel FG and FG leaders. There are three focal persons which are regarded as FG leaders. Those are FG head, secretary and treasurer & CM head. These important persons are the key actors who drive the activities of the Bugel FG so that majority of members who seek information are likely to go to these persons. The members utilize individual relationship with them in order to gain new and important information of Bugel FG. This relationship can be observed as an advice network type. Unlike the case of Bugel FG, interlocking pattern appears which is marked by the existence of reciprocal ties and cliques in the network. The relationship is not only appeared between members and leaders but also among members are connected each other.

In the Bugel FG, even though the network structure among members is not developed but the activity of Bugel FG are based on the relationship between leaders and members. In this situation, Bugel FG seems to be organized by the power of certain persons but this FG still can be regarded as organization because those certain persons are elected leaders which mentioned on FG board structure while members are registered and identified, and all of them conduct same activity on chili farming and marketing.

Considering the network structure of the Garongan FG, organization of Garongan FG coordinates with RT (neighborhood association) based on territory. The ties among RT members have been developed by RTs based activities like custom help labor of *sambatan*. In the case of information, both the RT heads and FG leaders take a role in delivering information regarding FG activities. Thus, the interaction of members in the Garongan FG is maintained by the existence of periodical meeting, rules and norms. In Garongan Village, FG is managed strongly supported by the community network while in Bugel Village, FG is functional organization and the relationship with the community is rare.

In order to know the individual performance, the member individual performances are measured by individual performance of chili farming, individual performance of chili collective marketing and the relationship between individual performance of chili farming and individual performance of chili collective marketing. Individual member performance of chili farming in the Bugel FG is not only influenced by economic condition but also with the position of members towards FG leaders and their position in organization. The members who are closer with FG leaders can enjoy FG service and information of new technology. Any Bugel farmers are responsive to adopt new technology because they could get debt from the third parties to buy the input which is new on chili farming. Unlike the case of the Bugel FG, in the Garongan FG, the performance of chili farming mostly influenced by economic condition of farmers. Only the farmers with strong economic condition are responsive with the innovation because the outside finance supports are not existed in Garongan FG. In addition, Garongan farmers with the higher position on organization have a feeling of responsibility to adopt new technologies earlier. They are expected to take risk to conduct risky trial of new technologies. In term of the individual performance of chili collective marketing, in both the Bugel FG and the Garongan FG, is influenced by economic condition, organizational structure and the role of leadership. The existence of third parties in Bugel Village which provide a debt as a mechanism to buy inputs weaken the individual performance of chili collective marketing because once they bought input by debt they should sell some proportion of their chili product to return the debt. Meanwhile, in the Garongan FG, delayed payment in the chili collective marketing become crucial to be concerned because some farmers need immediate cash for daily life, tuition fee, medical treatments and especially for pay wage of agriculture labors. The performance of larger area farmers of Garongan FG on chili collective marketing can be observed as good performance because they can sell more chili product and meet the quality requirement. The influence of the role of leadership on chili farming and chili collective marketing of each FG is different each other. In Bugel FG, members who want to access group facilities and information are motivated to be closer to FG leaders. In the case of Garongan FG, the equality and evenness for each farmer are a basis of FG management. The enforceability of consensus trigger members of Garongan FG achieves good performance together. However, the strong relationship among them emerges the feeling of dissimilarity for those who work as sub-intermediate chili traders as an off-farm job. They choose to make a distance to FG leaders because they could not perform on collective marketing as much as others.

The function of leadership concerning leader-member exchange (LMX) can influence group performance. The results of analysis using structural equation model of Partial Least Square (PLS) show that LMX plays an important role in the leadership of farmer groups to enhance group performance. Considering the function of LMX, leaders and members that experience regular group meetings, such as in the Garongan FG, can reach a group consensus and follow the rules of FG so the personality of the leader is not crucial factor on managing FG. On the other hand, for groups that lack group meetings, such as the Bugel FG, the leaders should take a role in organizing the farmer group by providing reliable information through individual relationships. The leaders, who have charisma, inspire the members, and are knowledgeable, can affect the exchange between the leaders and members. It implies that FG should select the leader by considering his personality and capability but leaders should show their insight to members in order to accumulate members' understanding.

From this study, it can be concluded that even though the starting situation for each FG is different, once the group realizes the characteristics of their community, they should find original strategy as a proper pathways to be a successful farmer group. To promote an advanced farmer group, "case by case approach" regarding its own characteristics should be taken into consideration. Strong leadership by means of centralized position only on leaders cannot guarantee the sustainability of FG. The FG should facilitate members by creating the activity by which members are able to have intensive interaction. To enhance the performance of individual members, farmers should be responsive with the new technology. The limitation on adopting new technology is usually caused by economic power. The FG can take a role as micro-finance institution by developing saving and borrowing mechanism. This mechanism also can hamper the disturbance of third parties who take advantages by the absence of micro-finance institution.