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Decision-Making Process of Corporate-Farming Innovation in Bantul Regency

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ABSTRACT
Corporate farming is an agricultural innovation to answer narrow land tenure problems due to widespread land conversion and land fragmentation. This research attempts to determine the decision-making process for corporate farming innovation in Bantul Regency using an exploratory approach with the Social Network Analysis. The results of the study were presented in a sociogram using Pajek software. The actors involved in the corporate farming innovation decision-making process were the head of farmer groups, administrators, team leaders, member of farmer group, Bantul Regency Agricultural Service, Local Extension Agents, and stakeholders including the Faculty of Agriculture Universitas Gadjah Mada (UGM), the Regional Bank of Indonesia for the Yogyakarta Special Region, and Institute for Agricultural Technology Yogyakarta. The introduction stage of Corporate Farming was carried out in a farmer group meeting and the Faculty of Agriculture UGM acts as the innovator. It was followed by the persuasion stage, explaining the benefits of corporate farming implementation during subsequent farmer group meetings. The decision stage was indicated by providing direction, assistance, and financial support, relying on group agreement to commit corporate farming. The farmer groups' heads dominated the persuasion stage, the decision stage, and the implementation stage. The differences between corporate farming and individual farming lied in some aspects, such as working together rather than individual work, semi-organic cultivation systems, and optimizing the use of agricultural machinery. The influential actors in the communication network can take a role as activators in accelerating the dissemination of information and the decision-making process.
Keywords: corporate farming, decision-making process, ego-centered network, social network analysis

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INTRODUCTION

The needs of human life consist of various kinds ranging from primary, secondary, tertiary needs to physical and spiritual needs. Establishing relationships is something that is accomplished to be able to meet the needs of life, where one of which is

performed by communication. The process of exchanging information that occured from two or more people will illustrate the existence of networks that arise due to information needs (Hertanto et al., 2016).

The agricultural sector has an important influence on Indonesia's economic growth and employment. In 2019, the agricultural, forestry, and fisheries sectors contributed 12.72% to Indonesia's Gross Domestic Product. This percentage is the second largest after the manufacturing sector, which reached 19.70% (BPS, 2020). However, Suryana et al. (2009) revealed that one of the problems associated with lowland rice farming today is relatively small land ownership, spread out, and shrinking caused by land fragmentation as a result of the inherited system. From 2013 to 2018, the number of smallholders (farmers with land tenure <0.5 ha) in Bantul Regency increased by 2,474 households (BPS, 2018). One alternative solution to deal with this challenge can be done by applying the corporate farming program. According to Perdana et al. (2020), corporate farming is one of the innovations in realizing more effective and efficient farming.

Corporate farming is an activity of combining agricultural land jointly managed by farmers (Prasetyo & Setiani, 2019). Bawono (2018) states that corporate farming's long-term goal is to create an independent, competitive, and sustainable agricultural business. The communication network formed from farmers' activities in communicating is seen as the farmer's effort to obtain information about corporate farming by finding, receiving, and distributing it again, and in the end, implementing innovation.

One of the major class of data networks is social networks. Tabassum et al. (2018) state that a social network can be constructed from relational data and can be defined as a set of social entities, such as people, groups, and organizations, with some relationships or interactions between them. These networks are usually modeled by graphs, where vertices represent the social entities and edges represent the ties established between them. Social Network Analysis methods and techniques are then designed to discover patterns of interaction between social actors in social networks.

The implementation of corporate farming in Bantul Regency was accompanied by several stakeholders such as the Faculty of Agriculture UGM as an innovator and institutional assistant, the Regional Bank of Indonesia for the Special Region of Yogyakarta as a provider of capital, and the Assessment Institute for Agricultural Technology Yogyakarta as a technical assistant accompanied by the Bantul Regency Agriculture Service and Local Extension Agents.

The decision-making process is needed to implement innovation. According to Rogers (2003), the decision-making process is a process consisting of a series of choices and actions from time to time in which an individual evaluates the new idea and decides whether to implement it or not. Rogers (2003) mentioned that the decision-making process consists of five stages, namely:

a. Recognition, which is the process of someone recognizing innovation and obtaining some knowledge about how innovation works appropriately.
b. Persuasion, which is the process of someone forming an attitude of approval or displeasure with the innovation.
c. Decision, which is the process of someone being involved in the choice to accept or reject the innovation.
d. Implementation, which the process of a person implementing the decisions he has taken.
e. Confirmation, defined as the process of someone looking for reinforcements for the innovative decisions he has made.

Land consolidation in corporate farming is difficult to accept for farmers. Kasijadi et al. (2003) stated that around 60% of farmers do not want their land to be managed under one management. Farmers only receive management of production and marketing facilities in a corporate manner.

The Barokah Farmer Group of Bantul Regency is a farmer group that carries out farming with land consolidation. There are two novelties in this research. First, the exploration of the stage of the decision-making process of corporate farming implementation in Bantul Regency contributes to the theory of diffusion innovation. Second, the use of the Social Network Analysis method can explain the important actors and the flow of information in the decision-making process.

METHODS

The research was conducted at the Barokah Farmer Group in Blawong I Sub-village, Trimulyo Village, Jetis District, Bantul Regency, selected by purposive sampling (Figure 1). Barokah Farmer Group is the only one farmer group in Bantul Regency applying corporate farming. The research was conducted with an exploratory approach using the Social Network Analysis (SNA) method and ego-centered network analysis. This research was conducted in February 2020.

Figure 1. Research location (Barokah Farmer Group, Bantul Regency)

This research examined related institutions, while the economic impact of corporate farming implementation was not examined.

The informants of this research were corporate farming team leaders which were chosen as many as 21 people. It was called as ego in the social network analysis. The egos were interviewed since the ego-centered network was the approach of the collecting data. After collecting the data, it was analyzed by Pajek Software in order to get size, density and sociogram.

RESULTS AND DISCUSSION

Corporate farming is one of the agricultural innovations that is quite difficult to accept. In addition to geographical aspects that must support,

social aspects must also be the main points that must be considered related to the willingness of farmers on one stretch of land to carry out corporate farming together. The willingness of farmers to fully accept corporate farming will have an impact on implementation in the field.

Communication networks between farmers were formed along with the corporate farming innovation decision-making process. In this case, a communication network analysis was needed to determine the flow of information distribution among farmers. This was intended to identify actors who were actively or passively involved in the corporate farming innovation decision-making process in each stage. It is important to manage the group dynamics that occured so that the corporate farming innovation decision-making process can be done more quickly.

Corporate farming has been investigated in Bantul Regency since 2017 using demonstration plot. Farmers started doing corporate farming independently in early 2019. Corporate farming in Bantul Regency was implemented by Barokah Farmer Group in Blawong I Sub-village, Trimulyo Village, Jetis District, Bantul Regency. The 6 hectares of cultivated land under corporate farming were in the Bulak Ancak block. The implementation of corporate farming in Bantul Regency was accompanied by several stakeholders such as the Faculty of Agriculture UGM as an innovator and institutional assistant, the Regional Bank of Indonesia for the Special Region of Yogyakarta as a provider of capital, and the Assessment Institute for Agricultural Technology of Yogyakarta as a technical assistant.

Network Structure of Corporate Farming Innovation Decision Making Process

Introduction Stage

The introduction stage is the process of knowing about innovation and obtaining some knowledge about how the innovation functions properly and correctly (Rogers, 2003). It had a network structure with size (n), or as many as 37 actors were involved. The density value at the introduction stage was 3.30%, indicating that the communication network formed is not dense, shown by the lack of relationships among the alter actors. The average degree value obtained was two, suggesting that the average factor has a relationship with the two actors in terms of informing or being informed of information related to corporate farming innovations.

The lack of relationships between farmers at this introductory stage was due to corporate farming innovation, a new agricultural innovation in Bantul Regency. It caused farmers feel inappropriate to introduce corporate farming innovations to others because of their lack of knowledge. Introducing corporate farming innovation by stakeholders through group meetings creates an assumption among farmers that all farmers already know corporate farming information. It made farmers feel no need to tell other farmers about corporate farming innovations.

At the introduction stage, the actor who has the strongest relationships with other actors was an actor I as an

innovator (Figure 2). The relationship built in the network structure is an out-degree relation or activity of actor I informing corporate farming information. In the management element, actor K as the head of the farmer group has many relationships with member farmers, so actor K is active in introducing corporate farming innovations. In the team leader element, there is a KR13 actor who is active in introducing corporate farming innovations to other farmers. Apart from the team leader, the KR13 actor was also a young administrator, so it was easy to accept new things. According to Gustiani et al. (2015), younger farmers usually have the enthusiasm to be curious about what is unknown, so they try to adopt innovations more quickly. At this stage, there was an isolated actor, namely KR22 actor, due to disagreement with corporate farming, which was considered difficult to work on so that he never participated in group meetings.

Persuasion Stage

The persuasion stage is a process when an individual forms a good or bad attitude from the technological innovation that will be applied (Nurhayati & Herawati, 2018). It had a network structure with size (n) of 38 actors. The persuasion stage's density value was 3.06%, indicating that the network density formed was low, marked by the lack of relations between the alter actors. The average degree value obtained was two, meaning that the average actor had a relationship with the two actors in terms of inviting or being invited to apply corporate farming.

The lack of relationships were due to the assumption that the invitation has been carried out en masse in group meetings. Hence, farmers did not need to invite other farmers to implement corporate farming. The unknown production results also made farmers hesitate to invite other actors to establish corporate farming.

At the persuasion stage, the actor who has the most relationships with other actors was actor K (Figure 3). K's position as the head of a farmer group with a wide range of relationships allows K to invite many farmers to implement corporate farming innovations. In the team leader element, the KR13 actor actively invited other farmers to implement corporate farming. Apart from the head of the farmer group, the KR13 actor was a farmer who is part of the corporate farming coordination group with stakeholders to have a good relationship with the stakeholders. In the management element, the P4 actor who actively invited other farmers. Actor P4 was an advisor to farmer groups and the former head of farmer groups in the previous year to have a vast network of relationships.

Decision Stage

The decision stage is the process of individuals making decisions on whether to accept or reject an innovation to be implemented (Fujiarta et al., 2019). The network structure at this decision stage has a size (n) of 34 actors. The density value at the persuasion stage was 3.55%, indicating that the density of the formed communication network was not dense. It can be seen from the lack of

relationships between the alter actors. The average degree values obtained were two, which indicates that the average actor has a relationship to the two actors in the decision stage both in terms of influencing and being influenced by decisions related to the application of corporate farming.

The lack of relationships at this decision stage was because all farmers' position was the same regarding the understanding of corporate farming. Thus, farmers felt unauthorized and reluctant to influence each other's decisions regarding corporate farming implementation.

At the decision stage, the actor having the most relationships with other actors was actor K (Figure 4). Actor K was the head of a farmer group where the closest actor was a farmer with good understanding of corporate farming and high level of education that makes farmers reluctant. According to Kansrini et al. (2020), farmers with higher education levels can accept new things more easily, including their farming activities. In the management element, actor P4 had relationships with many actors in the network. His position as farmer group advisor and former head of farmer group made P4 actor active in influencing other farmers to participate in corporate farming implementation. In the team leader element, there isa KR13 actor who is active in the corporate farming innovation-decision stage. The excellent relationship with the head of farmer groups and innovators also makes KR13 actors active in influencing other farmers' decisions to participate in corporate farming implementation. There is an isolated actor, namely KR22 actor because he has refused corporate farming from the introduction stage.

Implementation Stage

The implementation stage is the process of individuals implementing the innovation decisions they make in real life (Faizaty et al., 2016). The social network structure at the implementation stage has a size (n) of 79 actors. The implementation stage's density value is 2.26%, which indicates that the communication network formed was not dense, proven by the minimal interaction between altering actors. The average degree value was three, suggesting that the average actor in the network had a relationship with the three actors in terms of providing or giving directions regarding corporate farming implementation.

The directions were given clearly and could be understood well, making alter actors, especially team members, did not need to interact with other alter actors. Meanwhile, the concept of corporate farming had the same management stages as conventional farming. Therefore, farmers understood the management of farming that should be undergone.

At the implementation stage, most actors having relationships with other actors were actor K (Figure 5). Actor K was the head of a farmer group and the primary person responsible for implementing corporate farming in the Bantul Regency. In the team leader element, the active actors in the implementation stage of corporate farming were actors KR1 and KR13. Apart from being the team leader, the two actors were also part of the farmer group management. The KR1 actor was

the production facilities section manager, while the KR13 actor was the treasurer and operator of agricultural machine tools.

As many as 76.2% of team leaders provided direction to members at the corporate farming implementation stage. It shows a team leader who did not have an out-degree relationship or did not provide direction to his team members. They did not fully accept the corporate farming system because the work was even more difficult and the production results were reduced by> 50% from conventional planting was one factor causing the task of not being carried out as team leader. The team leader's selection was carried out by deliberation by selecting farmers who often went to the fields (farmers were not a side job) from each team so that they were able to check field conditions flexibly.

Confirmation Stage

The confirmation stage is a process for evaluating and deciding to continue using this innovation or end it (Sunandar et al., 2020). The social network structure at the confirmation stage had a size (n) of 46 actors. The density value at the confirmation stage was 2.61%, which indicated that the communication network formed was not dense, marked by the lack of relationships among the alter actors. The average degree value obtained was two, which suggested that the average actor in the network has a relationship to the two actors in terms of notifying or being notified regarding their incompatibility with corporate farming innovation.

Most of the egos in the confirmation stage did not want to continue with the corporate farming system. However, many egos were unwilling to provide information about whom to inform about its incompatibility with corporate farming. Farmers felt reluctant to express their opinions regarding the sustainability of the implementation of corporate farming innovation. Also, farmers' opinion regarding the implementation of corporate farming in the Bantul Regency was an assistance system with contracts that will expire in a certain period. It is why farmers did not bring discussion regarding the incompatibility by applying corporate farming to formal forums.

Most of the team leader's ego actors know of actors who were not suitable for implementing corporate farming (Figure 6). In this case, the KR14 actor was the most mentioned by other actors regarding his incompatibility with corporate farming because production yields decreased. It can be seen from the team leader's role, which was not carried out but is instead carried out by other team leaders.

Corporate Farming Innovation Decision Making Process

There were 97 actors in all stages of the corporate farming innovation decision-making process in the Bantul Regency. The percentage of actors involved in each stage can be seen in Table 1.

Table1. The percentage of actors involved in corporate farming innovation decision making process

Stage	Percentage
Introduction	38%

Persuasion	39%
Decision	35%
Implementation	81%
Confirmation	47%

Source: Primary data analysis, 2020

Based on Table 1, it can be seen that the implementation stage is the stage involving the most actors, as much as 81%. It was due to the coordination regarding the distribution of production facilities even though farming management is carried out individually in their respective fields. The distribution of production facilities was done by the coordinator of the production facilities kiosk section to the team leader, and then the team leader would convey it to their respective team members.

Introducing corporate farming innovation by innovators included land consolidation, joint farming management, machine use optimization, and organic farming. The familiarization process was carried out through farmer group meetings. Land consolidation was carried out in the Bulak Ancak block with a total land area of 59,305 m^2 divided into 22 blocks with 2000-3000 m^2 per block. Land consolidation was intended so that the concept of joint farming management and machine technology application could be carried out effectively and efficiently.

The persuasion process was carried out by innovators and farmer group leaders through group meetings to provide direction regarding the benefits of implementing corporate farming, such as the lack of workforce due to machine technology. The reduction in production facilities issued was more effective than non-corporate farming.

The decision process carried out by stakeholders in influencing farmers' decisions to implement corporate farming was to continue to provide direction in farmer group meetings, provide assistance in implementation, as well as support in financial matters such as costs of production facilities and service costs in nurseries, land processing and planting to make farmers did not feel burdened.

In the implementation process, farm management aspects in corporate-farming were the same as conventional planting. The difference lied in land-consolidation so that work was carried out together and maximized using machine technology use. The comparison of farm management between before and after corporate farming implementation can be seen in Table 2.

Table2. Comparison of farm management before and after the implementation of corporate farming in Bantul Regency

Farm Business Management	Before Corporate Farming	After Corporate Farming	
		Initial Concept	Realization
Cultivation system	Non-Organic	Organic	Semi Organic
Nursery	Individual	Group	Group
Land processing	Individual	Group	Group
Planting	Individual	Group	Group
Maintenance	Individual	Together (team)	Individual
Harvesting	Individual	Group	Individual

Post-harvest	Individual	Group	Individual

Source: Primary data analysis, 2020

In the aspect of the cultivation system, semi-organic farming was carried out before corporate farming was non-organic. In the early days of corporate farming, the cultivation system was applied organically using organic fertilizers or biopesticides in the form of bacillus. However, after several planting seasons, there was the addition of chemical fertilizers, namely Phonska++, to spur rice plants' growth, which was deemed less than optimal.

In the nursery aspect, corporate farming had been carried out simultaneously while conventionally planting was done individually. Land cultivation was carried out simultaneously using a four-wheeled tractor machine, which was initially carried out individually with two-wheeled tractor engine rental services.

In the planting aspect, corporate farming was applied simultaneously using a 'tajarwo' (adjusting the distance between rice plants). Before implementing corporate farming, planting was done out individually by planting laborers with the tile planting model (spacing that forms boxes resembling tiles). Maintenance in corporate-farming was expected to be coordinated and carried out in collaboration between team members. However, the working hours in the fields were not the same because the farmers were only part-time jobs, making it difficult for each team to work together so that maintenance was carried out individually. It is why farmers made temporary bunds called 'waderan' to aim that irrigation was only on their land to be completed more quickly.

In the harvesting aspect, the initial concept was carried out simultaneously, where before the implementation of corporate farming was carried out individually. However, using a combine harvester was hard because the soil was too soft so that the machine could not be operated. Therefore, farmers continued to harvest individually in their respective fields.

The marketing aspect of the harvest was still carried out individually because the yields were decreasing, so that the agreement of 30% of the harvest for the group did not work. The agreement was intended to restore the need for seeds and the costs of farming required by marketing them in packaged rice.

At the confirmation stage, 62% of ego actors stated that they disagreed to continue corporate-farming due to the difficulty of working together in a team since they have different working hours in the fields. Also, the decreasing production yield is the reason farmers are reluctant to continue corporate farming. The transition of the cultivation system from non-organic to semi-organic was one of the things causing production to decrease. As many as 33% of ego actors stated that they still wanted to continue corporate farming. With corporate farming, farming management was more effective due to machines' use and was more efficient in farming costs. At this confirmation stage, as many as 5% of ego actors stated that regarding the sustainability

of corporate farming implementation following group decisions. It aimed to keep good relations with other farmers.

The understanding and activeness of actors in farmer groups influenced the decision-making process of other actors. As in the corporate farming innovation decision-making process in Bantul Regency, innovators had a big role in the introduction process. The heads of farmer groups and administrators were influential in the process of persuasion, decisions, and implementation of corporate farming innovations for other farmers. The actors having influence in each stage of the corporate farming innovation decision-making process could take a part to accelerate the dissemination of information and the decision-making process.

This is in line with research by Ekowati et al. (2020) stating that the main reason for farmer participation in the corporate farming program is the location of the land on the stretch of land for implementing corporate farming and invitations from friends and groups. In this case, the role of other actors is needed to encourage the corporate farming innovation decision-making process.

At the confirmation stage, as many as 60% of respondent farmers refused regarding the sustainability of the implementation of corporate farming. This is based on the decrease in production yields by more than 50% after the implementation of corporate farming. The transition of chemical cultivation systems to organic was one of the factors for the decline in production yields. Ristianingrum et al. (2016) said that in the early years of transition to organic agriculture there will be a decline in production. However, after a certain period the production yield will increase along with the restoration of the land. Therefore, socialization is needed to provide an understanding regarding the decline in production yields at the beginning of the application of organic agriculture is a natural thing.

Regular group meetings as a means of evaluation are needed so that obstacles in the field can be resolved collectively. Periodic counseling needs to be provided to upgrade farmers' understanding. Field supervisors can be reinstated to control each farmer team. Research on the role of stakeholders in the implementation of corporate farming is needed so that it can be used as a means of evaluation in assisting the implementation of corporate farming in Bantul Regency.

CONCLUSION AND SUGGESTIONS

The decision-making process for corporate-farming innovation in the Barokah Farmer Group, Bantul Regency, is dominated by stakeholders, the head of farmer groups, and administrators at the introduction stage, the persuasion stage, and the decision stage. In the implementation stage, 81% farmers involved from the overall actors. As many as 76.2% of team leaders provide directions to their respective team members. At the confirmation stage, 62% of informants disagreed to continue corporate farming due to a decrease in yields.

Based on the findings in this study, for corporate farming to continue, it is

necessary to take advantage of important actors, such as the head of farmer groups at the introduction stage, which was dominated by innovators, so that the introduction process can be carried out better and evenly. Management, at the persuasion stage, and the decision stage are dominated by group leaders so that the corporate farming innovation decision-making process can be carried out more quickly. The team leader plays an active role as a bridge of information between the management and the farmers so that any complaints can be immediately evaluated together.

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Appendix

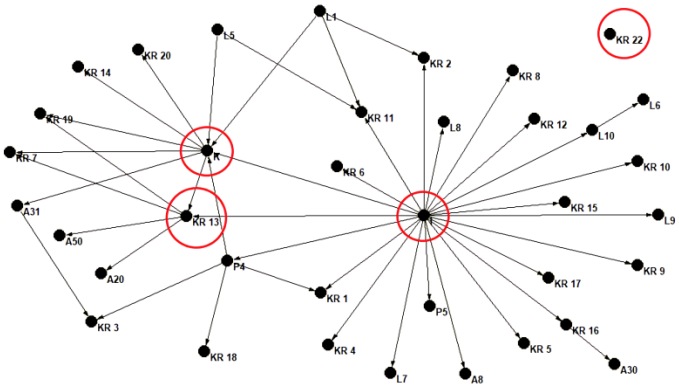

Figure2. Introduction stage of the corporate farming innovation decision-making process.
Source: Primary Data Analysis, 2020.

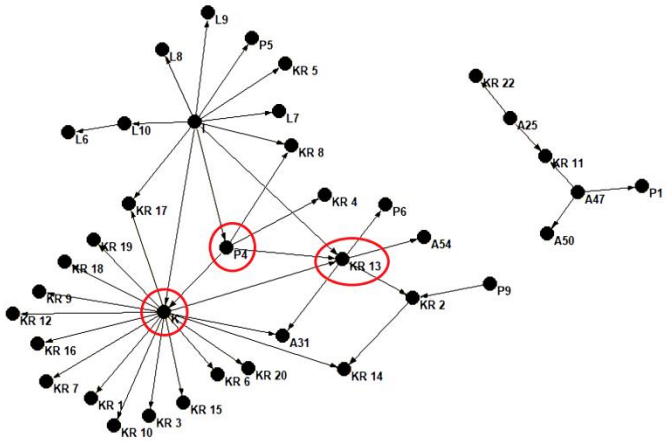

Figure3. Persuasion stage of the corporate farming innovation decision-making process.
Sources: Primary data analysis, 2020.

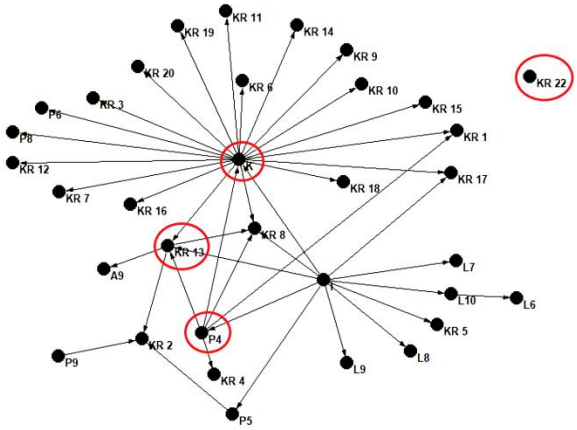

Figure4. Decision stage of the corporate farming innovation decision-making process.
Source: Primary data analysis, 2020.

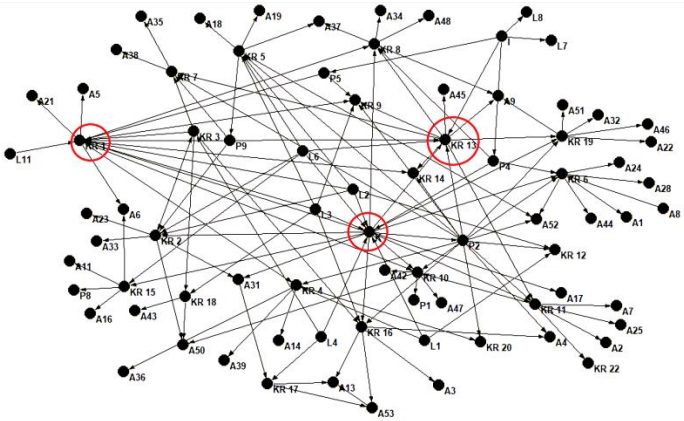

Figure 5. Implementation stage of the corporate farming innovation decision-making process.
Source: Primary data analysis, 2020.

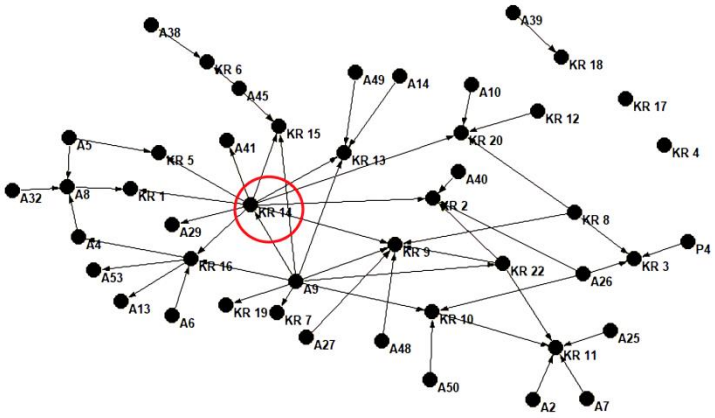

Figure6. Confirmation stage of the corporate farming innovation decision-making process.
Source: Primary data analysis, 2020.