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# FARMER'S SATISFACTION IN JOINING ORGANIC RICE PARTNERSHIP: AN EMPIRICAL CASE IN NGAWI, EAST JAVA, INDONESIA

**Tiffany Rahma Abdillah[1*], Ainun Faidah[2], Yogy Rasihen[3], Suwali[4]**

1. Tiffany Rahma Abdillah, Program Studi Agribisnis, Fakultas Pertanian, Universitas Jember. Indonesia
2. Ainun Faidah. Program Studi Agribisnis, Fakultas Pertanian, Universitas Jember. Indonesia
3. Yogy Rasihen. Manajemen Agribisnis, Politeknik Kampar. Indonesia
4. Suwali, Program Studi Agribisnis, Fakultas Pertanian, Universitas Jember. Indonesia
5. Email korespondensi: tiffanyrahma@mail.unej.ac.id

***ABSTRACT***

*Rice is strategic commodity which has developed in organic and conventional farming systems. People nowadays are aware of the importance of healthy food. This can increase demand for organic rice. However, most of rice farmers still apply conventional farming with some reasons. Ngawi Organic Center Community is a partner for organic rice farmers in Ngawi, East Java since 2010. Several obstacles emerged in the implementation of the partnership. This can caused farmers don't want to continue the partnership and finally this can affect supply of organic rice and Ngawi Organic Center Community unable to meet market demand. This study aimed to describe the partnership pattern and analyze the level of satisfaction of farmers during the partnership. Data are processed by descriptive analysis and quantitatively by IPA and CSI approach. As a conclusion, partnership pattern is Agribusiness Operational Cooperation. The main point for improvement is the organic rice seed quality, timeline payment of harvest and an ease of transportation during harvest. The CSI value is 86,20 percent so that it can be said that the organic rice farmers are very satisfied. In the future, a complete written contract agreement will be required that includes sanctions for violators.*

***Keywords**: Farmer's Satisfaction; Organic Rice Farming; Partnerships*

**ABSTRAK**

Beras merupakan komoditas strategis yang telah berkembang dalam sistem pertanian organik dan konvensional. Masyarakat saat ini menyadari pentingnya makanan sehat. Hal ini dapat

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meningkatkan permintaan beras organik. Namun, sebagian besar petani padi masih menerapkan pertanian konvensional dengan beberapa alasan. Komunitas Ngawi Organik Center merupakan mitra bagi petani padi organik di Ngawi, Jawa Timur sejak tahun 2010. Beberapa kendala muncul dalam pelaksanaan kemitraan. Hal ini dapat menyebabkan petani tidak ingin melanjutkan kemitraan dan akhirnya dapat memengaruhi pasokan beras organik dan Komunitas Ngawi Organik Center tidak mampu memenuhi permintaan pasar. Studi ini bertujuan untuk mendeskripsikan pola kemitraan dan menganalisis tingkat kepuasan petani selama kemitraan. Data diolah dengan analisis deskriptif dan kuantitatif dengan pendekatan IPA dan CSI. Sebagai kesimpulan, pola kemitraan adalah Kerja Sama Operasional Agribisnis. Poin utama untuk perbaikan adalah kualitas benih padi organik, ketepatan waktu pembayaran panen, dan kemudahan transportasi selama panen. Nilai CSI adalah 86,20 persen sehingga dapat dikatakan bahwa petani padi organik sangat puas. Ke depannya, diperlukan perjanjian kontrak tertulis yang lengkap dan mencakup sanksi bagi pelanggarnya.
***Kata Kunci:*** *Kemitraan, Kepuasan Petani; Pertanian Padi Organik*

## INTRODUCTION

The agricultural sector has an important role in the Indonesian economy. This can be seen from the contribution of the agricultural sector in the Gross Domestic Product for the period 2013 to 2017. The agricultural sector is able to absorb a lot of labors so that it is considered to have a major role in the economy (Kurniawati, 2020). Food is an important and strategic commodity because food is a basic human need. Food availability is a human right of every Indonesian people as stated in Law no. 7 of 1996 concerning Food

(Yusastiri, 2008). Rapid population growth demands the availability of food in sufficient quantities, of adequate quality, and fast as well. This demand encourages the emergence of modern agricultural systems that are characterized by a high dependence on synthetic fertilizers and synthetic chemicals for pest, disease and weed control (Suhardianto et al, 2007).

The use of chemical inputs has an impact on environmental degradation and a decrease in the quality of human health. Nowadays, people are aware of the importance of healthy food that is free from chemical contamination. Public awareness of the dangers of chemicals to health and the environment has led to a shift from cultivation to organic systems. According to Chouichom and Yamao (2010), organic farming is part of the latest efforts to promote socially and ecologically sustainable farming systems.

The Indonesian government also supports the implementation of healthy and sustainable agriculture. The efforts made include issuing a government policy called 'Go Organic 2010'. Several other policies listed in the Nawacita Program include, the Indonesian government has announced the establishment of 1000 Organic Villages, consisting of 600 Organic Food Villages, 250 Horticulture Organic Villages and 150 Plantation Organics Villages.

Rice is the main food consumed by the majority of Indonesian people. In addition to cultivated conventionally, rice is also cultivated through an organic system. High demand for organic rice opens up great opportunities. According to David and Ardiansyah (2017) Organic rice is the second most frequently purchased organic product by consumers. This is a great opportunity that must be exploited by farmers. The introduction of organic farming programs has actually been given by the government through various organic socialization activities. Unfortunately, it is not easy to invite farmers

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to implement organic farming. Constraints that are often encountered include access to capital, limited technology, lack of knowledge of organic certification and market uncertainty.

One of the advantages of organic farming is premium price. Economically, the higher price of organic products compared to conventional products can be an attraction for farmers. However, to get the premium price, organic products must obtain an official certificate from organic certification institution such as LeSOS, Biocert and PT. Sucofindo. The process of switching agriculture to organic farming must also go through a long process with established standards. If farmers work individually, it will be very difficult to implement certified organic farming.

Institutional cooperation is one way to overcome these problems. Farmers can cooperate with agribusiness institutions in the form of farming partnerships. Partnership is an institutional form which according to the concept of The New Institutional Economics is a formal or informal rule accompanied by an enforcement mechanism. Partnership is one of the strategies carried out between two or more parties within a certain period of time to achieve mutual benefits or mutual benefits in accordance with the principle of mutual need and complementarity according to the agreement that appears (Hafsah, 2000). While Indrajit (2013) stated that the aspects of partnership include having the same goals, mutual benefit, mutual trust, being open, having long-term relationships, and also continuously making improvements in quality and price/costs. However, in reality, this may not necessarily be possible.

One of the institutions that have implemented a partnership system is Ngawi Organic Center Community. This institution is engaged in organic rice farming from upstream to downstream

subsystems. The increasing demand for organic rice and a wider market prompted this community to form partnerships with farmers. Farmers carry out cultivation activities until harvest, then the harvest is deposited to Ngawi Organic Center Community for processing and marketing. However, in practice the implementation of partnerships in the field often faces problems, both from farmers and from the company which causes the partnerships built cannot be continued because there are parties who feel disadvantaged (Purnaningsih 2007).

The results of organic rice production by the member farmers is fluctuated. Fluctuations in organic rice production occur due to production irregularities or farmer members who no longer participate in the partnership. In 2014 the number of farmers who participated in the partnership was 41 farmers, but currently the number of farmers who partner is only 15 people (Widodo et al., 2018). The causes of this decline in the number of farmers must be analyzed in order to create a sustainable partnership.

Partnerships must be regulated and determined wisely in order to create a win-win solution for the parties involved. One of them is in determining the mechanism to be implemented. This mechanism will form a partnership pattern which contains rights and obligations. The partnership pattern according to Sumardjo et al. (2004) is a form or model in partnership activities between two sides who collaborate with the aim of setting common goals. Partnership is a form of alliance by forming a cooperative bond on the basis of an agreement where both parties must adhere to the principles of mutual strengthening, mutual benefit, and mutual need in an effort to achieve goals so as to obtain good results. The forms of partnership in Indonesia based on the Decree of the Minister of Agriculture No. 940/Kpts/OT.210/10/97 consist of five: 1) the

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nucleus-plasma partnership pattern; 2) the subcontract partnership pattern; 3) the general trade partnership pattern; 4) the agency partnership pattern; and 5) the agribusiness operational cooperation partnership pattern.

To create a sustainable partnership, there must be benefits for both sides. Ngawi Organic Center Community as a company that cooperates with farmers must provide satisfactory service and performance. The level of satisfaction of partner farmers is one indicator for companies to determine the company's service performance. In conducting partnerships, this community and farmers have partnership contacts that contain matters that bind both parties. The partnership contract is valid for one growing season. Farmers who wish to remain in partnership must extend their contract. One of the decisions to extend this contract is influenced by the level of farmer satisfaction.

Based on the explanation above, this research aims to describe the partnership pattern and analyze the level of satisfaction of farmers during the partnership.

## RESEARCH METHOD

This research uses case study method. Case studies are scientific activities that are carried out in depth and detail related to an incident to gain in-depth knowledge of an event or events (Hidayatulloh et al., 2015). Descriptive analysis was used to analyze partnership patterns, and IPA (Importance Performance Analysis) and CSI (Customer Satisfaction Analysis) were used to analyze the level of performance and level of satisfaction of farmers. The location determination was carried out with consideration that there are farmers in Ngawi who cultivate rice organic and establish partnerships with Ngawi Organic Center Community. This is a

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center for organic rice farming that has been certified by LeSOS since 2013. The sampling method uses a census with respondents from all partner farmers. According to Sugiyono (2016), the census method can be used if the researcher wants to make generalizations with very small errors and the respondent population is less than 30 people. This study is implemented to 15 partner farmers in Ngawi from January until March 2024. The criteria for respondent were farmers whose land has been certified organic and has a partnership with Ngawi Organic Center Community.

Primary data is data obtained directly from the research location. Primary data was collected by survey through interview with questionnaire to the partner farmers and informants from Ngawi Organic Center Community. Secondary data obtained from documentation, research journals and the internet. Secondary data is used to complement and support primary data in this study. Descriptive analysis used to analyze the pattern of partnership between farmers and Ngawi Organic Center Community. According to Sumardjo et al., (2004) the partnership pattern is determined by the rights and obligations of the partnering party, the role of product processors and product marketers.

CSI (Customer Satisfaction Analysis) is used to determine overall farmer satisfaction level regarding this community service quality. Farmer satisfaction is measured through 15 attributes which include 5 dimensions, namely tangibility, reliability, responsiveness, assurance and empathy. The attributes can be seen in table below:

**Tabel 1. List of Satisfaction Attributes**

| Attributes | No | Satisfaction |
|---|---|---|
| Tangible | 3 | Price of organic rice seeds |
| | 4 | Ease of access to production facilities |
| | 5 | Price of input production |
| | 14 | Ease of transportation during harvest |

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| | | |
|---|---|---|
| Reliability | 6 | Services and coaching materials |
| | 7 | Frequency of providing coaching/training |
| | 11 | The level of harvest prices received by farmers |
| | 15 | Marketing of organic rice products |
| Responsiveness | 1 | Procedure for accepting partner farmers |
| | 8 | Company response to farmer complaints |
| | 12 | Price match with the price in the contract |
| | 13 | Payment of harvest on time |
| Assurance | 2 | Organic rice seed quality |
| | 10 | Company knowledge and communication skills |
| Empathy | 9 | Easy access to communication with the company |

*Source: Primary data (processed), 2024*

The CSI calculation is obtained from the average level of expectation and performance used in the IPA quadrant analysis. Rangkuti (2006) stated that the CSI measurement method includes the following stages:

1. Calculating the Mean Importance Score (MIS) and Mean Satisfaction Score (MSS). This value is obtained from the average level of interest and satisfaction of each member of the farmer.

$$\textbf{MIS} = \frac{\sum Yi}{n} \qquad \textbf{MSS} = \frac{\sum Xi}{n}$$

Description:
Yi = The importance value
Xi = The satisfaction value
n = Number of respondents

2. Calculating Weight Factors (WF). WF is the percentage of MIS value per attribute to the total MIS.

$$\textbf{WF} = \frac{MISi}{\sum_{i=1}^{p} MISi} \textbf{ x 100\%}$$

3. Calculating Weight Score (WS). WS is the multiplication value of Weight Factors (WF) with the average level of performance (MSS).

$$\textbf{WS}i \textbf{ = WF}i \textbf{ x MSS}i$$

4. Determining the value of the Customer Satisfaction Index (CSI).

$$\textbf{CSI} = \frac{\sum_{i=1}^{p} WSi}{5} \textbf{ x 100\%}$$

The criteria for CSI scores in this study were 0-25 percent; 26-50 percent; 51-75 percent and 76-100 percent with categories of very dissatisfied, not satisfied, satisfied and very satisfied. Sari (2018)

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states that IPA (Importance Performance Analysis) is a measuring tool used to find out the gaps that occur in the performance of a variable and respondents expectations based on that variable. In the IPA method, the performance level of a company is considered satisfactory if it is in accordance with expectations of partner farmers. The level of performance and expectations of farmers are measured using a Likert scale. Sugiyono (2012) explains that the Likert scale is used to measure the attitude or opinion of a person or group towards a a social phenomenon where the answer to each instrument item has a level from very positive to very negative. Likert scale has four categories as shown in the following table:

**Tabel 2. Likert Scale Measurement of Importance and Performance**

| Importance Level | Performance Level | Score |
|---|---|---|
| Very Important | Very Satisfied | 4 |
| Important | Satisfied | 3 |
| Not Important | Not Satisfied | 2 |
| Very Unimportant | Very Dissatisfied | 1 |

*Source: Primary data (processed), 2024*

In this study, the variable measured was the farmer's assessment of the partnership service performance. From the results of the assessment of each variable, the data is then processed using the IPA method. The formula used is:

$$\mathbf{Tki} = \frac{Xi}{Yi} \mathbf{\ x\ 100\%}$$

Description:
Tki = Respondent suitability level
Xi = Partner farmer performance score
Yi = Partner farmer Importance score

The results of the calculations will be expressed in a Cartesian diagram. The horizontal axis (X) represents the level of performance of farmers, while the vertical axis (Y) represents the level of importance. The average score of the performance level and the level of expectation is expressed in the following formula:

$$\overline{X} = \frac{\Sigma Xi}{n} \qquad \overline{Y} = \frac{\Sigma Yi}{n}$$

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Description:
$\overline{X}$ = Average score of performance
$\overline{Y}$ = Average score of importance
N = Number of respondents

The Cartesian diagram is divided into four quadrants separated by the horizontal and vertical axes at the points $\overline{\overline{X}}$ and $\overline{\overline{Y}}$. The two points are obtained through the following calculations:

$$\overline{\overline{X}} = \frac{\sum_{i=1}^{n} \overline{X}}{k} \qquad \overline{\overline{Y}} = \frac{\sum_{i=1}^{n} \overline{Y}}{k}$$

Description:

$\overline{\overline{X}}$ = The average score of the performance level of all service quality attributes from the company

$\overline{\overline{Y}}$ = The average score of the importance of all service quality attributes

k = Number of service attributes provided by the company

Cartesian diagrams are used to see in detail the required attributes improved and attributes to be maintained. The figure below is a Cartesian diagram which is divided into 4 quadrants:

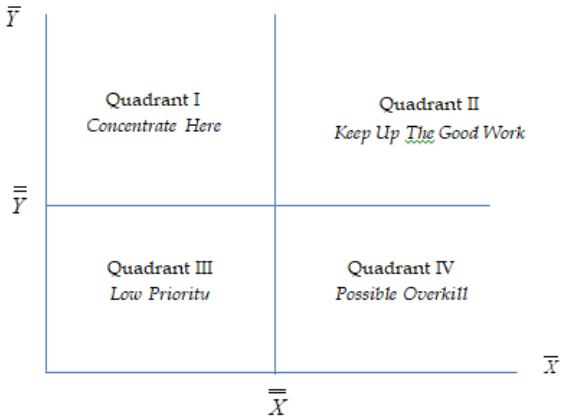


**Figure 1. Cartesian Diagram**
*Source: Fitra et al., (2020)*

Description:

Quadrant I = Attributes in this quadrant are considered very important by farmers but the service is not satisfactory so the company must improve the quality of its services.

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Quadrant II = Attributes in this quadrant are considered very important by the farmers and the service is very satisfying, so the company must maintain the quality of its services.
Quadrant III = Attributes in this quadrant are considered unimportant by the farmers and the service is less than satisfactory.

Quadrant IV = Attributes in this quadrant are considered not important by the customer but the service is satisfying.

## RESULT AND DISCUSSION

### 1. Demographic Characteristic of Farmers

Characteristics of respondents in this study include the age of farmers, gender and education level. The Central Statistics Agency (BPS) distinguishes the productive age into two categories, namely the very productive age of 15 to 49 years and the productive age of 50 to 64 years. Meanwhile, non-productive age is more than 64 years old. Based on the table below, the majority of partner farmers are aged 15-64 years as many as 14 people. These conditions indicate that the respondents are in productive age, where respondents still have the physical ability to manage their farming. According to Perasih *et al.* (2014) the age range of 15-64 years is the age range of productive age workers, where in that age range goods or services can already be produced in the production process.

Moreover, nearly 12 observed respondents were male with a percentage of 80 %, while the remaining 20 % were women. This can be influenced by the tendency that men (husbands) play more of the breadwinner for the family. Woman cultivating organic rice were only to find additional income for family needs. The education level of respondent dominated by Elementary School and Senior High School by 40% each. In addition to formal education, respondents' knowledge and experience were obtained from participating in

various activities such as counseling, seminars, agricultural product exhibitions and training. According to Alam and Hermawan (2017) the level of education is the most important thing to be able to influence the mindset of humans in making decisions and developing their business.

**2. The Partnership Pattern**

In implementing the partnership, Ngawi Organic Center Community and the farmers have its own role. Ngawi Organic Center Community does not prepare agricultural land so farmers need to own their own land. Farmers are responsible for cultivation activities from land cultivation to harvesting and providing labor. Ngawi Organic Center Community is responsible for providing production inputs, supervising and giving technology guidance for farmers. The yields will be brought to the warehouse to be dried, processed into rice and packaged. Payment of harvest yield will be made when farmers deposit rice to warehouse. Ngawi Organic Center Community also conducts marketing through direct marketing to agents/stores and marketing through the marketplace.

Management cultivation activities from the beginning of planting to harvesting will be regulated by the Ngawi Organic Center Community, cultivation system management includes planting schedules, time fertilization and control of plant-disturbing organisms, as well as harvesting time. The technology that Ngawi Organic Center Community will provide to partner farmers is the method of cultivation according to SNI for organic agriculture, with the aim of provide healthy food.

Based on the description, the partnership pattern implemented is Agribusiness Operational Cooperation as written in the Decree of the Minister of Agriculture No. 940/Kpts/OT.210/10/97 concerning guidelines for agricultural business partnerships. Zaelani (2008)

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states that Agribusiness Operational Cooperation is a partnership relationship in which partner farmer provide land and labor. Company partner provide capital and inputs for the cultivation of an agricultural commodity.

Sumardjo *et al.* (2004) stated that differences in partnership patterns were influenced by differences in implementation or the mechanism for implementing the partnership, the rights and obligations that need to be carried out by each side to the partnership. The results of interviews with farmer partners, partnership activities are carried out with an agreement in the form of partnership contract. The partnership contract will only be valid for one growing season. The contract agreement contains aspects or matters in the form of the identity of the partnering parties, rights and obligations, requirements for organic yield and punishment for violators. According to Herlina (2014) that establishing a partnership has conditions, namely that both side have similarities in achieving goals, visions and missions that are in line, need each other and have a mutual agreement.

### 3. Farmers Satisfaction Level during Partnership

CSI is used to measure the level of satisfaction of partner farmers by considering the level of performance and level of importance. In this study, there were 15 measured attributes. Weight Score (WS) worth 344.8 is the total number of all attributes. The CSI value between partner farmers and Ngawi Organic Center Community is 86.20 percent. Based on the CSI level criteria, this value is included in the very satisfied category.

**Tabel 4. The Analysis of the Satisfaction Level of Partner Farmers**

| No | Attributes | Score | | MIS | WF | MSS | WS |
|---|---|---|---|---|---|---|---|
| | | X | Y | | | | |
| 1 | Procedure for accepting partner farmers | 3.87 | 3.80 | 3.80 | 6.60 | 3.87 | 25.51 |
| 2 | Organic rice seed quality | 3.00 | 4.00 | 4.00 | 6.94 | 3.00 | 20.83 |

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 3 | Price of organic rice seeds | 3.87 | 3.80 | 3.80 | 6.60 | 3.87 | 25.51 |
| 4 | Ease of access to production facilities | 3.33 | 3.67 | 3.87 | 6.71 | 3.33 | 22.38 |
| 5 | Price of input production | 3.53 | 3.93 | 4.00 | 6.94 | 3.53 | 24.54 |
| 6 | Services and coaching materials | 3.73 | 3.93 | 4.00 | 6.94 | 3.73 | 25.93 |
| 7 | Frequency of providing coaching/training | 2.60 | 3.27 | 3.27 | 5.67 | 2.60 | 14.75 |
| 8 | Company response to farmer complaints | 3.67 | 3.73 | 3.73 | 6.48 | 3.67 | 23.77 |
| 9 | Easy access to communication with the company | 3.87 | 3.93 | 3.93 | 6.83 | 3.87 | 26.40 |
| 10 | Company knowledge and communication skills | 3.53 | 3.87 | 3.87 | 6.71 | 3.53 | 23.72 |
| 11 | The level of harvest prices received by farmers | 3.60 | 4.00 | 4.00 | 6.94 | 3.60 | 25.00 |
| 12 | Price match with the price in the contract | 3.73 | 3.87 | 3.87 | 6.71 | 3.73 | 25.06 |
| 13 | Payment of harvest on time | 2.47 | 3.87 | 3.60 | 6.25 | 2.47 | 15.42 |
| 14 | Ease of transportation during harvest | 2.87 | 3.93 | 3.93 | 6.83 | 2.87 | 19.58 |
| 15 | Marketing of organic rice products | 3.87 | 3.93 | 3.93 | 6.83 | 3.87 | 26.40 |
| **Total** | | | | **57.60** | **100** | **51.53** | **344.8** |
| **CSI** | | | | | **86.20 %** | | |

*Source: Primary data (processed), 2024*

The results of the calculation of the satisfaction attribute indicate the condition of each service on the satisfaction attribute. The weight score shows the level of satisfaction of each service attribute. The satisfaction attribute with the lowest score is the training frequency of 14.75%. This shows that the attribute of the frequency of coaching/training which is one of the services offered is considered to have a low level of satisfaction for partner farmers. The attribute of satisfaction with the highest score is the ease access of communication to the company and marketing of organic rice products. Both attributes are worth 26.40%. This value indicates that the two attributes are considered to have a good level of satisfaction for partner farmers. After knowing the level of satisfaction of partner farmers, it is necessary to identify the strengths and weaknesses of the attributes offered by the company to partner farmers.

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IPA is used to analyze the implementation of partnerships by measuring the level of expectations from farmers and company performance from the attributes that are set into a priority scale.

**Tabel 5. Calculation of Average Importance and Performance Level**

| No | Attributes | $\overline{X}$ | $\overline{Y}$ | Tki |
|---|---|---|---|---|
| 1 | Procedure for accepting partner farmers | 3.87 | 3.80 | 101.8 |
| 2 | Organic rice seed quality | 3.00 | 4.00 | 75.00 |
| 3 | Price of organic rice seeds | 3.87 | 3.80 | 101.8 |
| 4 | Ease of access to production facilities | 3.33 | 3.67 | 90.80 |
| 5 | Price of input production | 3.53 | 3.93 | 89.90 |
| 6 | Services and coaching materials | 3.73 | 3.93 | 95.00 |
| 7 | Frequency of providing coaching/training | 2.60 | 3.27 | 79.60 |
| 8 | Company response to farmer complaints | 3.67 | 3.73 | 98.20 |
| 9 | Easy access to communication with the company | 3.87 | 3.93 | 98.30 |
| 10 | Company knowledge and communication skills | 3.53 | 3.87 | 91.40 |
| 11 | The level of harvest prices received by farmers | 3.60 | 4.00 | 90.00 |
| 12 | Price match with the price in the contract | 3.73 | 3.87 | 96.60 |
| 13 | Payment of harvest on time | 2.47 | 3.87 | 63.70 |
| 14 | Ease of transportation during harvest | 2.87 | 3.93 | 72.90 |
| 15 | Marketing of organic rice products | 3.87 | 3.93 | 98.30 |
| | Average | 3.44 | 3.84 | 89.60 |

*Source: Primary data (processed), 2024*

Based on the table above, there are 2 attributes that have a percentage value of more than 100 percent, namely the acceptance procedure of partner farmers and the price of organic rice seeds. Time payment of harvest is the attribute that has the lowest value of 63.70 percent. Based on the agreement, the payment of the harvest will be given the day after the farmer has deposited his harvest. However, in practice, there are farmers who receive payment for their harvest outside the agreed time. This is due to the accumulation of harvests in the warehouse and poor marketing flow.

Improvements are needed for attributes that do not meet the expectations of partner farmers. The level of conformity obtained an average score of 89.60 percent where this value indicates the level of conformity between the interests of farmers and company

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performance. This value includes very good criteria and farmers are very satisfied.

On the table 5, it can be seen the average score of performance is 3.44 and the average score of importance is 3.83. These two score will be the center line on the Cartesian diagram. The Cartesian diagram can be seen in figure bellow:

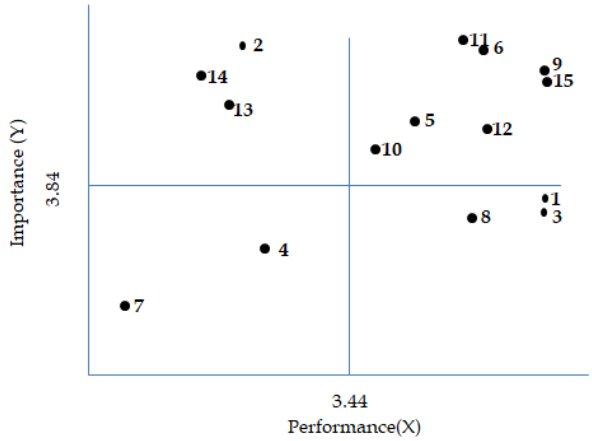


**Figure 3. Cartesian Diagram of Importance Performance Analysis (IPA)**
*Source: Primary data (processed), 2024*

**Quadrant I**

Attributes included in quadrant I are the quality of organic rice seeds, timeliness of harvest payments and easy access to transportation at harvest. Attributes included in this quadrant are considered by partner farmers to have a relatively high level of importance but are considered to have relatively low performance. Ngawi Organic Center Community management must immediately make improvements so that the attribute performance is in this quadrant. The quality of organic rice seeds must be maintained so that the production of organic rice does not differ much from conventional rice. However, organic farming is a gradual process that goes through a conversion period so that rice production can decrease. Timeline payment of harvests must be made considering that farmers have to meet the needs of their families. For transportation of crops, Ngawi Organic Center Community provides

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vehicles to transport crops from the fields to the warehouse. However, the cost of transportation/gasoline is borne by the farmers themselves.

**Quadrant II**

Attributes in this quadrant must be maintained because it is an achievement owned by the company. Attributes included in quadrant I are price of input production, services and coaching materials, easy access to communication with the company, company knowledge and communication skills, the level of harvest prices received by farmers, price match with the price in the contract and marketing of organic rice products.

**Quadrant III**

Attributes in quadrant III are the ease of access to production facilities and frequency of providing coaching/training. This attribute has a relatively low level of importance and the level of satisfaction felt by partner farmers is also relatively low. Ngawi Organic Center Community provides training on the manufacture of several production inputs such as organic fertilizer and MOL (Micro Organism Local). This is done so that farmers can be independent and they are able to fulfill their own agricultural inputs.

**Quadrant IV**

Attributes belonging to this quadrant are considered by farmers to have a relatively low level of importance but provide a relatively high level of satisfaction. If attributes that are in this quadrant in its implementation incur costs, there should be a transfer of costs from the attributes that are in this quadrant to the attributes contained in quadrant I. The attributes are procedure for accepting partner farmers, price of organic rice seeds and company response to farmer complaints. The procedure for accepting partner farmers is

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considered very easy. Farmers register to Ngawi Organic Center Community, fill out several forms and there will be an inspection from the Ngawi Organic Center Community to the farmers' land to determine whether they are accepted or not. The price of organic rice seeds is considered affordable. If at the beginning of the planting period the farmer does not have the capital, the farmer can still buy organic rice seeds. Farmers will reimburse the cost of purchasing seeds when submitting their harvest to the warehouse.

## CONCLUSION

Based on the result and discussion, the conclusions of this study are: Partnership pattern between organic rice farmers and Ngawi Organic Center Community is Agribusiness Operational Cooperation. Based on IPA matrix, the main point for improvement is the organic rice seed quality, timeline payment of harvest and an ease of transportation during harvest. The CSI value is 86,20 percent so that it can be said that the organic rice farmers are very satisfied. In the future, the company needs to improve the performance of attributes that are considered important by farmers, especially regarding the time of payment for harvest results.

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