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**ANALYSIS OF THE IMPLEMENTATION OF MANAGEMENT
FUNCTIONS IN THE BACI 1 FARMER GROUP ORGANIZATION:
INHIBITING FACTORS AND EFFORTS TO IMPROVE
PERFORMANCE**

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ABSTRACT

This study aims to analyze the implementation of management functions in the Baci 1 Farmer Group organization and identify inhibiting factors that affect organizational performance. The management functions analyzed include planning, organizing, motivating, and controlling. Based on data obtained from 24 farmer group members, the results of the study indicate that low levels of education and older workforce age are the main factors inhibiting the implementation of effective management. The majority of group members have low levels of education, with 58.33% of them never having received formal education and 20.83% only having elementary school education. In addition, 50% of group members are over 56 years old, which causes difficulties in adopting modern agricultural methods. Nevertheless, most farmer group members showed agreement with the implementation of management functions in their activities. Based on these findings, it is recommended that farmer groups improve managerial skills training, involve the younger generation in the organization, and collaborate with external parties to introduce innovations in agricultural businesses. It is expected that with these efforts, the Baci 1 Farmers Group can improve the performance of the organization and the welfare of its members.

Keywords: Analysis, organization, group, Farmers



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A. INTRODUCTION

The implementation of management functions in an organization is very important to achieve the goals that have been set, including in the context of the Farmer Group organization. Management functions consisting of planning, organizing, motivating, and controlling have an important role in increasing operational efficiency and effectiveness. In the context of the Baci 1 Farmer Group, the implementation of appropriate management functions can affect the group's performance in carrying out agricultural activities and achieving economic sustainability for its members.

However, although management functions have been implemented in several farmer groups, various challenges remain, especially in terms of effective implementation. Inhibiting factors such as low levels of education, older workforce age, and limited access to information and technology are often the main obstacles in increasing the management capacity of the organization. Previous studies have shown that the success of management implementation among farmer groups is often influenced by socio-economic characteristics, including education level, age, and experience (Dwiyanto, 2018; Balkis & Qur'an, 2018). Therefore, understanding these inhibiting factors is crucial to designing more effective policies and training programs in order to increase the management capacity of farmer groups.

According to Agus Dwiyanto (2018), effective management in the agricultural sector does not only depend on careful planning, but also on the organization's ability to overcome various external and internal obstacles. One of the main challenges faced by farmer groups is limited knowledge of modern agricultural methods, which can be overcome by empowerment through education and training. In addition, research by Balkis and Qur'an (2018) states that good leadership and clear organization are needed in farmer groups to optimize existing resources and achieve common goals. In this case, this study aims to analyze the application of management functions in the Baci 1 Farmer Group organization, as well as identify inhibiting factors that affect the effectiveness of farmer group management. It is hoped that the results of this study can provide insight into the challenges faced by the Baci 1 Farmer Group and provide useful recommendations for improving organizational management and improving the welfare of farmer group members.



Figure 1 Framework of Thought

- Hypothesis

A hypothesis is a temporary statement that explains the assumption or prediction regarding the relationship between two or more variables in a study. Karlina Aprilia and Imam Ghozali (2013) stated that a hypothesis is a statement that leads to the assumption of the results that will be found in the study. Meanwhile, Sugiono (2016) stated that a hypothesis is a temporary answer to the formulation of a research problem that needs to be tested for its truth. Based on the formulation of the problem that has been prepared, the hypotheses in this study are as follows:

1. Main Hypothesis

There is a positive and significant relationship between the application of management functions to the management of the Baci 1 Farmer Group organization.

- Null Hypothesis (H_0):

There is no positive and significant relationship between the application of management functions to the management of the Baci 1 Farmer Group organization.

- Alternative Hypothesis (H_1):

There is a positive and significant relationship between the application of management functions to the management of the Baci 1 Farmer Group organization.

B. RESEARCH METHODS

This research employs a descriptive quantitative approach aimed at examining the application of management functions within the Baci 1 Farmer Group organization in Palakka Village, Barru Regency, using quantitative data to capture and describe relevant organizational aspects. Conducted in Palakka Village, Barru Regency, from October to November 2024, the study includes a population of 24 individuals comprising all members and leaders of the Baci 1 Farmer Group. Given the small population size, a census approach was utilized, allowing the entire population to serve as the sample. Data collection drew from both quantitative data (numerical) and qualitative data (verbal descriptions capturing the group's conditions). Primary data sources included members, leaders, and field agricultural advisors, while secondary data sources consisted of supporting documents, such as photographs, organizational structure, and administrative records.

Data collection techniques involved questionnaires, documentation, and observation. The questionnaire used a Likert scale with four response options (ranging from Strongly Agree to Strongly Disagree) to gauge responses to questions addressing management functions and organizational practices. Supporting documents, including photos and organizational records, provided further insights, while participatory observation was used to closely examine activities and management practices within the group. SPSS was used for data analysis, including validity and reliability testing to ensure the instrument met required standards. Descriptive statistical analysis summarized the findings without generalization, while normality (Shapiro-Wilk test) and linearity tests were applied to assess relationships between variables. Pearson correlation analysis was conducted to determine the strength and direction of the relationships between management functions and the organizational practices within the farmer group.

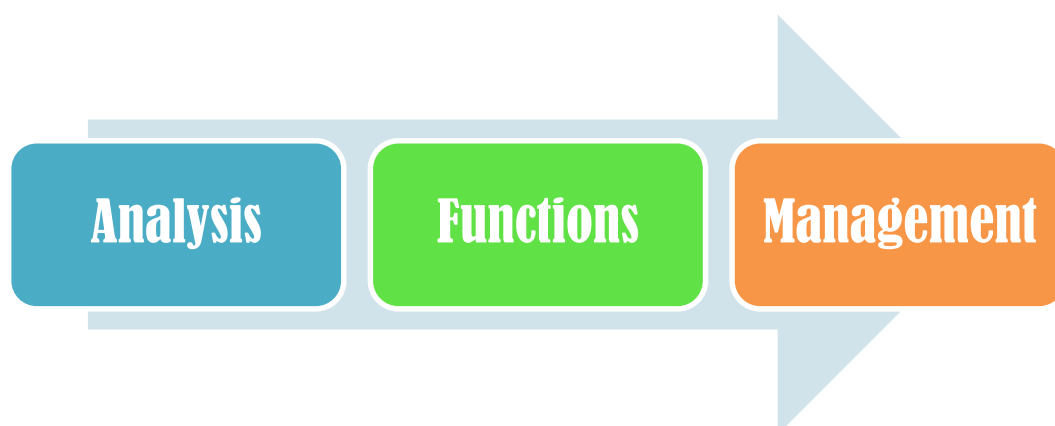


Figure 1 Thinking Framework Diagram

Operational Definition of Variables

The following are the operational definitions of the variables for this study on the implementation of management functions within the Baci 1 Farmer Group organization.

1. Management Functions

This variable encompasses the four primary management functions applied in the farmer group, including:

- **Planning (P):** Involves member participation in planning group activities, as well as the establishment of short-term, long-term, pre-harvest, post-harvest, and financial planning.
- **Organizing (O):** Refers to the organizational structure of the group, the method of appointing leadership, and the cooperation and responsibility shared among leaders and members.
- **Actuating (A):** Measures the leader's ability to motivate members to work optimally, prioritize the group's interests, maintain discipline, and foster cooperation in activities.
- **Controlling (C):** Includes the availability of administrative and financial documents, transparency of financial reports to members, and regular evaluations conducted by external parties, such as the village government and relevant agencies.

Each function is measured using a Likert scale (1–4) through a questionnaire containing 16 questions, with indicators aligned to each aspect of the management function.

2. Farmer Group Organization Management

This variable assesses the extent to which the Baci 1 Farmer Group can manage the organization effectively to meet members' needs, based on the following indicators:

- **Needs Facilitation (Y1):** The group's ability to provide agricultural production inputs (saprodi) and agricultural machinery (alsintan).
- **Problem Solving (Y2):** The group's capacity to assist members in addressing agricultural challenges.
- **Capital Management (Y3):** The group's ability to collect and use capital rationally.
- **Provision of Technology and Information (Y4):** The group's capability to support members with agricultural information and technology.
- **Marketing Facilitation (Y5):** The group's role in assisting with the marketing of members' production.

Each indicator is measured using a Likert scale (1–4) via a questionnaire consisting of 5 questions, evaluating the degree to which management practices align with members' needs. These operational definitions ensure that each variable and indicator in the study is clearly and consistently measurable and analyzable.

C. RESEARCH RESULTS AND DISCUSSION

Research Findings

1. Research Data

This study employed a descriptive quantitative approach, utilizing questionnaires for data collection. The data for the variable "management functions" is broken down according to the specific functions of planning, organizing, actuating, and controlling, which are further detailed into specific questionnaire items. For the variable "farmer group organization management," data is also directly detailed through questionnaire items. The responses collected from the questionnaires were processed using IBM SPSS, facilitating the analysis needed for the study.

Planning Function

The planning function consists of four indicators: participation, objectives, activities, and finance. Respondent feedback on the planning function is presented in the following table:

| Table 1: Respondent Feedback on the Planning Function |

No	Criterion	Score Range	Frequency	Percentage
1	Strongly Agree	13 to 16	2	8.3%
2	Agree	9 to 12	15	62.5%
3	Disagree Somewhat	4 to 8	7	29.2%
4	Disagree	0 to 4	0	0.0%

Descriptive Statistics:

- N Valid: 24
- Missing: 0
- Mean: 10.25
- Median: 11.00
- Standard Deviation: 2.027
- Minimum: 7
- Maximum: 14
- Sum: 246

(Source: Data processed with IBM SPSS Statistics)

Based on the data above, the frequency of responses from the farmer group members regarding the application of the planning function falls within the following score ranges: 8.3% strongly agree, 62.5% agree, 29.2% somewhat disagree, and 0.0% disagree, with a total score of 246. This shows that 17 individuals (15 + 2) or 70.8% of the respondents agreed or strongly agreed. The continuum analysis for this data can be visualized as follows:

From these findings, it can be concluded that the implementation of the planning function in the Baci 1 farmer group falls within a good range, with an approval level of $(246 \div 384) \times 100\% = 64.06\%$ of the expected maximum (100%).

In further detail, data for each indicator within the planning function are as follows:

1. Participation

Responses to the participation indicator, assessed through the question, "All farmer group members are involved in planning activities," yielded the following data:

| Table 2: Respondent Feedback on the Participation Indicator |

No	Response	Score	Frequency	Total Score	Percentage
1	Strongly Agree	4	8	32	33.3%
2	Agree	3	12	36	50.0%
3	Disagree Somewhat	2	4	8	16.7%
4	Disagree	1	0	0	0.0%

(Source: Data processed with IBM SPSS)

Based on the table above, the frequency of responses is as follows: strongly agree = 33.3%, agree = 50.0%, somewhat disagree = 16.7%, and disagree = 0.0%, with a total score of 76. From this data, 20 individuals (12 + 8) or 83.3% agreed or strongly agreed, indicating that the majority of farmer group members supported the statement that all members are involved in planning. This demonstrates a high level of agreement among members regarding participation in planning activities.

Research Findings

1. Purpose

The respondents' feedback on the "Purpose" indicator, assessed by the question "Does the farmer group have short- and long-term planning?" is summarized in Table 9 below:

1	Strongly Agree	4	1	4	4.2%
2	Agree	3	12	36	50.0%
3	Disagree Somewhat	2	11	22	45.8%
4	Disagree	1	0	0	0.0%

(Source: Processed data, IBM SPSS)

According to Table 9, the frequency distribution for responses to this question is as follows: 4.2% strongly agree, 50.0% agree, 45.8% somewhat disagree, and 0.0% disagree, with a total score of 62. The data reveals that 13 respondents (54.2%) agree or strongly agree, indicating that the majority of farmer group members recognize the existence of short- and long-term planning within the group. The approval level for the Purpose indicator is calculated as $(62 \div 96) \times 100\% = 64.58\%$ of the expected maximum score.

2. Activities

The respondents' views on the "Activities" indicator, evaluated with the question "Does the farmer group have pre- and post-harvest plans?" are shown in Table 10:

| Table 5: Respondent Feedback on Activities Indicator |

No	Response	Score	Frequency	Total Score	Percentage
1	Strongly Agree	4	0	0	0.0%
2	Agree	3	14	42	58.3%
3	Disagree Somewhat	2	10	20	41.7%
4	Disagree	1	0	0	0.0%

From this table, 58.3% of respondents agreed, and 41.7% somewhat disagreed, with a total score of 62, demonstrating moderate support for the existence of organized activity planning, particularly concerning pre- and post-harvest operations.

3. Authority and Responsibility

Feedback on the "Authority and Responsibility" indicator, as derived from the question "Do all members work responsibly according to their roles and duties?" is shown in Table 6:

| Table 6: Respondent Feedback on Authority and Responsibility Indicator |

No	Response	Score	Frequency	Total Score	Percentage
1	Strongly Agree	4	5	20	20.8%
2	Agree	3	13	39	54.2%
3	Disagree Somewhat	2	6	12	25.0%
4	Disagree	1	0	0	0.0%

The analysis shows that 20.8% of respondents strongly agree, 54.2% agree, and 25.0% somewhat disagree, with a total score of 71. This means that 79.2% of respondents, or 18 individuals, agreed or strongly agreed, indicating that the majority of farmer group members work with responsibility according to their roles.

4. Actuating

The actuating function consists of four indicators—leadership, attitudes and morale, relationships, and discipline. Table 7 below shows the respondents' feedback on this function:

| Table 7: Respondent Feedback on Actuating Function |

No	Criterion	Score Range	Frequency	Percentage
1	Strongly Agree	13 to 16	7	8.3%
2	Agree	9 to 12	15	62.5%
3	Disagree Somewhat	4 to 8	2	8.3%
4	Disagree	0 to 4	0	0.0%

The data shows that 70.8% of respondents (22 individuals) agree or strongly agree with the actuating function, demonstrating its effective implementation within the farmer group. The approval level for this function is calculated as $(266 \div 384) \times 100\% = 69.27\%$.

1. Leadership

The feedback on the leadership indicator, measured by the question assessing the leader's ability to motivate members to work effectively, is summarized in Table 8 below:

No	Response	Score	Frequency	Total Score	Percentage
1	Strongly Agree	4	7	28	29.2%
2	Agree	3	9	27	37.5%
3	Disagree Somewhat	2	8	16	33.3%
4	Disagree	1	0	0	0.0%

(Source: Processed data, IBM SPSS Statistics)

The table shows that 66.7% of respondents agreed that the leader is capable of motivating members to work to their full potential. The approval level for leadership effectiveness in motivating group members is calculated as $(71 \div 96) \times 100\% = 73.96\%$.

2. Attitudes and Morale

The feedback on the attitudes and morale indicator, gauged by the question about prioritizing the group's interests over individual ones, is shown in Table 9:

No	Response	Score	Frequency	Total Score	Percentage
1	Strongly Agree	4	3	12	12.5%
2	Agree	3	12	36	50.0%
3	Disagree Somewhat	2	8	16	33.3%
4	Disagree	1	1	1	4.2%

The data shows that 62.5% of respondents agreed that members prioritize group interests above personal ones. The level of agreement for this indicator is calculated as $(65 \div 96) \times 100\% = 67.71\%$.

3. Interpersonal Relations

Respondents' views on the interpersonal relations indicator, assessed by the question on teamwork in group activities, are detailed in Table 10:

No	Response	Score	Frequency	Total Score	Percentage
1	Strongly Agree	4	5	20	20.8%
2	Agree	3	16	48	66.7%
3	Disagree Somewhat	2	2	4	8.3%
4	Disagree	1	1	1	4.2%

According to this data, a significant majority (87.5%) agreed that members work collaboratively within the group's activities, indicating strong interpersonal relations among group members.

Factors Inhibiting the Implementation of Management Functions in the Baci

1 Farmers Group Organization

1. Low Educational Levels

Effective leadership and management in an organization require specific skills, particularly in organizational management knowledge. With low educational attainment, members of the Baci 1 Farmers Group have limited capacity to assume leadership or management roles, resulting in the organization being led by the same individuals repeatedly. Data reveals that 58.33% of group members have never attended formal education, while 20.83% completed only elementary school. This substantial percentage significantly impacts the organizational performance of the Farmers Group. The low educational level also affects members' ability to plan activities, with the group only able to create short-term plans, struggling with long-term strategic planning.

2. Workforce Age

With 50% of members aged 56 and above, it is challenging to develop the management functions within the Baci 1 Farmers Group organization. This difficulty arises because members over 65 tend to adhere to traditional farming methods. For them, rice cultivation is more of an annual routine than an opportunity for innovation. When introduced to new agricultural techniques, they are generally resistant to change.

D. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the analysis of the application of management functions within the Baci 1 Farmers Group organization, several challenges still affect organizational effectiveness, primarily concerning members' educational levels and workforce age. Most group members have a low level of education, limiting their ability to engage in long-term planning and manage the organization optimally. Additionally, the high percentage of members over the age of 56 tends to hinder the adoption of new agricultural methods, as they are more comfortable with longstanding work practices.

Recommendations

1. Training and Education

Regular training programs are recommended for members of the farmers group, focusing on organizational management and long-term planning. This training should include the introduction of modern agricultural methods, farm business management, and techniques to improve agricultural yields through innovative practices.

2. Member Regeneration

To ensure the sustainability and growth of the Baci 1 Farmers Group, member regeneration is suggested by encouraging youth participation in the group's activities. Involving a younger workforce could help introduce innovation and new ideas into agricultural management.

3. Collaboration with External Parties

The Baci 1 Farmers Group can collaborate with government agencies or non-governmental organizations dedicated to farmer empowerment. Such collaborations can provide additional support, including counseling, access to agricultural technology, and marketing avenues for agricultural products.

Implementing these recommendations is expected to help the Baci 1 Farmers Group enhance its application of management functions, improve members' welfare, and achieve more productive and sustainable agricultural outcomes.

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