

## MEMBER SATISFACTION WITH THE ROLE OF THE KUANTAN SINGINGI RUBBER FARMERS ASSOCIATION (APKARKUSI) IN THE RUBBER TRADE USING CSI AND IPA METHODS

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### ABSTRACT

**Background:** Farmer associations are agricultural commodity institutions that fight for the interests of farmers. The association is seen as the right strategy to empower farmers and is expected to satisfy its members. However, the functions and objectives carried out by farmer associations in the context of agriculture, which should be a forum to improve the welfare of farmers, sometimes face challenges in carrying out their role effectively. The scope of this research is related to its role in the business system, which includes five indicators, namely its role in increasing knowledge, dissemination, facilitation, advocacy, and monitoring and evaluation.

**Purpose:** The research analyzes members' satisfaction with APKARKUSI's role in the rubber trading system.

**Design/methodology/approach:** The research approach uses a survey. The research sample is a member of APKARKUSI, namely 5 POKTAN and 5 GAPOKTAN, 30 respondents from POKTAN and GAPOKTAN management. Primary and secondary data are used. Primary data was obtained using a list of questions, and validity and reliability tests were carried out. The methods used are Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI) analysis.

**Findings/Results:** There are four roles of APKARKUSI, according to important members, but the performance of APKARKUSI is not good; as many as thirteen roles according to important members and good performance, two roles according to members are not important and performance is also not good, six roles according to members are not important but good performance. The results of the CSI analysis of the role carried out by APKARKUSI as a whole have satisfied members.

**Conclusion:** The role played by APKARKUSI in the rubber trading system, there are still those who have not given satisfaction to members, so APKARKUSI still needs to improve its performance towards this role.

**Originality/value (State of the art):** APKARKUSI, as a rubber farmers association, can be one of the institutional concepts to realize agricultural development.

Keywords: farmer satisfaction, farmer association, rubber trade, importance performance index, customer satisfaction index

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## INTRODUCTION

Agricultural development is significant in taking policies in developing countries oriented towards farmer welfare (Waridin, 2019). Agricultural development is a mainstay in national economic recovery (Zebua, 2018). The success of agricultural development is determined by the existence of agricultural institutions that contribute access to farmers' socio-economic development, access to agricultural information, access to capital, infrastructure, and markets, and adoption of agricultural innovation. Mastery of agricultural technology and competitiveness are needed to build farmer strength. According to (Yuniati et al. (2017) Increasing competitiveness is achieved from various aspects, such as organizational aspects, resources, services, and cooperation or partnership networks. Institutions have now been formed, such as cooperatives, the Agency for the Assessment and Application of Technology (BPPT), the Rural Industrial Agribusiness Institute (AIP), Agricultural Extension, Agricultural Product Marketing Institute, Agricultural Machinery Services Institute, Agricultural Product Processing Institute, Capital Institutions (Pambudi et al. 2022) Institutions are places for each farmer to work together, and they enliven the social system in society. In addition, they function to carry out agricultural activities in a planned and collective manner, increase individual capacity, and increase interaction between each other (Nikoyan et al. 2020).

The Farmer Association is an agricultural commodity institution that plays a role in fighting for the interests of farmers, increasing bargaining power and market access, improving the quality of harvests, and providing consultation, information, and training to farmers. Associations are seen as an appropriate strategy to empower farmers. However, the existence of the Association as an institution has not functioned optimally. The role that has been carried out has not been optimal due to various problems. According to study Zulkiflibasri et al. (2022), has not played a role in helping farmers access business capital, weak institutional cooperation with the government, its ability to facilitate members is still low, the skills and knowledge of administrators are still low, weak institutional sanctions against violations of regulations (Hanri Putri et al. 2018).

APKARKUSI is Indonesia's only rubber marketing association formed to improve the rubber trade in the Kuantan Singingi Regency. The existence of APKARKUSI is expected to be able to play a role in providing services which are good for members. Theoretically, the role played by APKARKUSI is to increase knowledge, disseminate innovation/information to members, facilitate members, advocate to gain support from government and non-government and monitor and evaluate member activities. Increasing service satisfaction for members requires performance improvements to realize increased farmer knowledge about the organization (Dahtiar & Abimanyu, 2023). According to, (Sarilita et al. 2024), disseminating broad information can improve quality education and capacity building. According to (Wolfson et al. 2023) dissemination is very important to increase knowledge in various ways and skills.

Satisfaction with performance is a psychological aspect that reflects appreciation of one's work (Nurmayasari et al. 2020). According to (Rosnita et al. 2023) Farmer satisfaction is the level of the farmer's feelings compared to what is received and expected. According to (Dumasari, 2020) realizing agricultural development goals requires adaptation to farmers' conditions, problems, needs and hopes. According to (Nurmayasari et al. 2020) performance satisfaction is a psychological aspect that reflects a person's appreciation for their work.

Various studies have been conducted previously on member satisfaction with institutional roles, including by Tedjaningsih et al. (2021), about the role of institutions in developing agribusiness. By (Hanri et al. 2018) about the satisfaction of cooperative services. By Tanković et al. (2023) about tourism satisfaction. By Dahtiar and Abimanyu (2023) about the performance of farmer groups. Rosnita et al. (2023) discuss farmer satisfaction with the choice of rubber marketing institutions and customer satisfaction with coffee marketing. So far, there has been no research on member satisfaction with the role of the Association in the rubber trade. from the aspects of 1) increasing member knowledge, 2) disseminating various innovations/information needed by members, 3) facilitating various member needs, 4) conducting advocacy to obtain supportive actions from the government and non-government, and 5) implementing monitoring and evaluation of the role of members.

This study is the first to be conducted on the satisfaction of APKARKUSI members with the role they play in improving the rubber trade, especially in the Kuantan Singing Regency. This study aims to analyze the satisfaction of members and the performance of APKARKUSI in the rubber trading system in the Kuantan Singing Regency. The problem approach in this study discusses the extent of APKARKUSI's performance in providing services for its members in terms of increasing knowledge, dissemination, facilitation, advocacy, and monitoring and evaluation. This research is essential to examine the extent of APKARKUSI's performance in providing services to its members. The novelty of this research is "Finding the ideal institutional role for agricultural development". The results of this research are expected to contribute to developing knowledge about agricultural institutions and realizing agricultural development in Indonesia in general and in Kuantan Singing Regency in particular.

## METHODS

This research used a survey approach in Kuantan Singing Regency, Riau Province. The needed data are primary and secondary. Primary data were obtained through interviews about respondents' opinions regarding the interests and satisfaction of the roles carried out by APKARKUSI (educating, disseminating, facilitating, advocating, and monitoring and evaluating members).

The study sample was GAPOKTAN and POKTAN. Nineteen members joined APKARKUSI, and ten were sampled using the quota method. The respondents were the administrators of the ten members, and 3 members from each were determined to be respondents, so the total number of respondents was 30.

Data collection methods by observation and interviews. Interviews were conducted using instruments that had been tested for Validity and Reliability. To find out respondents' opinions about the importance of each attribute in each variable, questions were asked, which were answered using a Likert scale grouped into five categories: very important, important, less important, not necessary, and very unimportant. Member satisfaction levels are divided into 5 categories: Very satisfied, Satisfied, Less Satisfied, dissatisfied, and very dissatisfied. 25 attributes from 5 indicators are analyzed to measure the level of member satisfaction with the role of APKARKUSI.

The data analysis method uses IPA (Importance Performance Analysis) to measure members' opinions on APKARKUSI's interests and performance. Meanwhile, the level of member satisfaction with the role carried out by APKARKUSI is measured using the CSI (Customer Satisfaction Index) method. As an Association, APKARKUSI fulfills the desires of its members. If it plays a good role, members will be satisfied with APKARKUSI. For more details, it can be explained as a research framework, as in Figure 1.

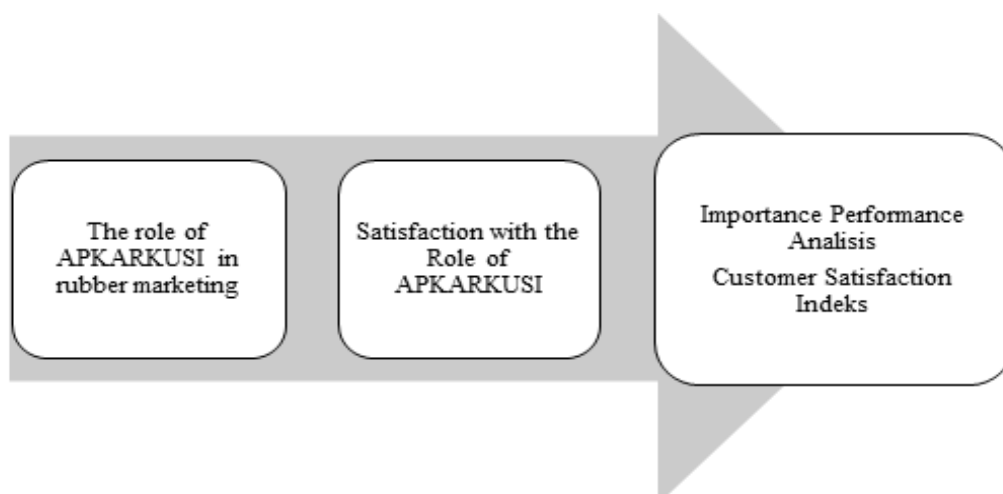


Figure 1. Research framework

## RESULTS

### Importance Performance Analysis (IPA)

This study's findings show that the role of APKARKUSI is contained in 25 attributes in the Cartesian diagram. The Cartesian diagram illustrates the results of the IPA (Importance Performance Analysis) test on the role of APKARKUSI, which APKARKUSI carried out based on the level of importance and level of satisfaction with the performance carried out by APKARKUSI. The level of significance and performance of APKARKUSI is explained in Figure 2. It is explained that the interests and performance of APKARKUSI from each quadrant are the development of APKARKUSI programs and strategies to achieve its goals.

#### Quadrant I (Top Priority)

Quadrant I illustrates that the role played by APKARKUSI is considered necessary, but its performance could be better and has satisfied its members. The attributes in quadrant I are the main priority, so performance in this attribute needs to be improved. The characteristics in quadrant one are facilitating obtaining subsidies for seeds, fertilizers, and business capital loans (13), Providing input to the regional government on policies to protect the conversion of rubber land into oil palm plantations (16), Convincing the government to have a subsidy program for rubber farmers (17), providing input to the government in determining the RTRW to include rubber plantation land as environmental conservation (18). Institutions aim to increase farmers' accessibility to obtain the production facilities they need, both in the form of fertilizers and funding, so that farming inputs are met according to needs. (Irawan & Suhartini, 2015) Credit facilities positively influence farmers' welfare because they can help them buy fertilizer and seeds, thereby increasing their profits (Heri Susanto et al. 2022).

#### Quadrant II (Maintain Achievement)

It is an essential attribute in quadrant II, and APKARKUSI's performance is good or has been by member expectations. This attribute needs to be maintained. The role of APKARKUSI in quadrant II is as follows: Increasing member knowledge in groups

by means of (discussions, workshops, training) (1), Increasing member knowledge about the quality of rubber (3), Increasing member knowledge about rubber cultivation with high production and sound quality (4), Providing knowledge about the price and demand for rubber in the international market (5), APKARKUSI has regular meetings with members to convey ideas or evaluation results about organizational management (8), Conducting regular meetings with members to convey ideas or evaluation results about organizational management (9), APKARKUSI Management explains the Articles of Association and Bylaws to members (10), Facilitating the availability of rubber warehouses for temporary storage, security and maintaining quality (11), facilitating transportation for rubber transportation (12), facilitating meetings between members and buyers to obtain information about what buyers want about rubber (15), convincing the government to build a rubber processing industry in Kuantan Singingi (19), monitoring and evaluating the processing process into quality rubber by farmers (21), monitoring and evaluating post-processing that affects quality (22). The attributes in quadrant II greatly support rubber trading activities at APKARKUSI and downstream in efforts to increase rubber farmers' income. The group members themselves assess the performance of an institution (Oktaviani *et al.* 2023). If governance in an organization is carried out well, it will result in good work quality and performance (Sofyani *et al.* 2020). Governance is concerned with the control of actors and the implementation of the power possessed by an organization (Mahmud, 2017).

#### Quadrant III (Low Priority)

In quadrant III, according to members, the role of APKARKUSI is considered less critical, and its implementation performance could be improved. The attributes are A forum for conveying new findings on rubber cultivation technology (6), trying to get the government to redistribute land to farmers who have small land or do not have rubber land so that rubber farming becomes rational from an economic perspective (20). This attribute has low satisfaction and is considered unimportant for members, so APKARKUSI does not need to prioritize it, but it must still be considered. If APKARKUSI's performance is low, the attributes in quadrant III will help farmers in developing their businesses (Febri Rahmad et al. 2022).

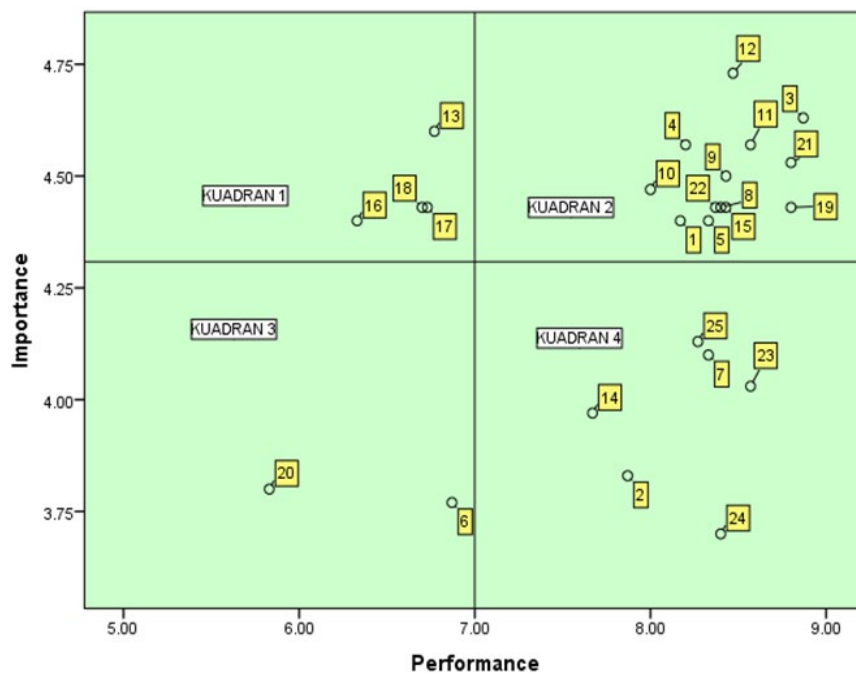


Figure 1. Role of APKARKUSI in Cartesian Diagram

#### Quadrant IV (Excessive)

According to members, the attributes in quadrant IV are less critical, but the performance of its implementation by APKARKUSI is good. The characteristics in quadrant IV are Increasing knowledge about world/national needs for rubber commodities (2), conveying information about the world rubber price situation (7), facilitating visits to compare with better rubber farmer efforts outside Kuantan Singingi Regency (14), monitoring and evaluation of the role of members in socializing APKARKUSI policies to farmer groups/farmers (23), monitoring and evaluation of the implementation of APKARKUSI policies by members (24), monitoring and evaluation of the effectiveness of APKARKUSI policies (25). According to members, the attributes in quadrant IV are considered unimportant, so APKARKUSI needs to improve its performance related to other variables with higher priorities that still need improvement. Because there are still variables with less good values, APKARKUSI needs to pay attention to these variables. If the service received exceeds member expectations, then the perception will be excellent. However, if the expectations received are lower than expected, then the quality of service is perceived as wrong (Hanri Putri et al. 2018).

#### Customer Satisfaction Index (CSI)

Measuring the level of satisfaction of APKARKUSI members is very important to determine the overall level of member satisfaction with the role played by APKARKUSI. The following is member satisfaction with the role of APKARKUSI in each indicator:

##### 1. APKARKUSI's Role in Increasing Member Knowledge

APKARKUSI educates members to increase their knowledge through various activities, such as training, workshops, and discussions. Table 1 shows member satisfaction with APKARKUSI's role in educating.

Based on Table 1, the CSI value of APKARKUSI's educational role obtained a satisfaction index of 75.48% with the Satisfied category. Thus, it can be concluded that overall, APKARKUSI members are satisfied with the role of AKARKUSI. Members' satisfaction with the role is because APKARKUSI has provided various knowledge to members through multiple pieces of training, providing knowledge about the world and national rubber needs, knowledge about improving rubber quality, understanding of rubber cultivation that produces high production and high quality, and providing knowledge about rubber prices and demand in the international market. The Customer Satisfaction Index (CSI) value in the educational role

with five attributes obtained a CSI value in the 66% - 80.99% range, still classified as “Satisfied.” Therefore, according to members, the role of APKARKUSI in education is not optimal overall, and improvements are needed to the indicators in service quality to provide a higher level of satisfaction for members to reach the “Very Satisfied” category in the member satisfaction index. According to (Habib, 2021), Conducting education in the form of training can improve one’s ability to manage a good business sector and market competitive product strategies.

## 2. APKARKUSI’s Role in Disseminating Innovation/Information to Members

APKARKUSI disseminates innovation/information on rubber marketing and matters relevant to rubber marketing. Member satisfaction with the role of APKARKUSI in disseminating innovation/information is shown in Table 2.

Based on Table 2, the CSI value of APKARKUSI’s role in disseminating innovation/information obtained a satisfaction index of 73.08% with the satisfied category. Members are satisfied with the role because APKARKUSI has conveyed new findings about rubber cultivation technology for members, conveyed things about the world rubber price situation, conveyed ideas or evaluation results about organizational management routinely, conveyed the organization’s work plan to members, explained the AD and ART to members. According to members, APKARKUSI’s role in dissemination is not very satisfying, so improvements are still needed to the indicators in the quality of service in disseminating it. According to (Sasmi *et al.* 2024) Institutions allow farmers to obtain information on cultivation techniques, production facilities, product prices, marketing, financial management, and capital. The dissemination process is a series of delivery, feedback, and provision of dissemination-supporting systems that support the success of effective dissemination from the processing subsystem, policies, and infrastructure (Sirnawati & Ratule, 2021).

Table 1. Member Satisfaction with APKARKUSI in Increasing Member Knowledge

Variables	Attribute Code	Attribute	MIS	MSS	WF	WS
Increase member knowledge	1	Increase knowledge by conducting various training	4.40	8.17	20.15	164.58
	2	Knowledge of world/national needs for rubber commodities	3.83	7.87	17.56	138.12
	3	Knowledge of rubber quality according to market needs	4.63	8.87	21,22	188.16
	4	Knowledge about rubber cultivation for high and quality production.	4.57	8.20	20.92	171.51
	5	Knowledge of rubber prices and demand in the international market	4.40	8.33	20.15	167.94
			21.83		WT	830.31
					CSI	75.48

Table 2. Member Satisfaction with APKARKUSI in Disseminating Innovation/Information

Variables	Attribute Code	Attribute	MIS	MSS	WF	WS
Disseminating innovation/information about Marketing	1	Delivering cultivation technology	3.77	6.87	17.71	121.62
	2	Delivering the world rubber price situation	4.10	8.33	19.28	160.66
	3	Conveying ideas and evaluating organizational management	4.43	8.40	20.85	175.11
	4	Delivering the organization's work plan	4.50	8.43	21.16	178.45
	5	Explaining the Articles of Association	4.47	8.00	21.00	168.03
			21.27		WT	803.86
					CSI	73.08

### 3. APKARKUSI's Role in Facilitating Members

APKARKUSI facilitates members for the progress of marketing efforts to improve farmer welfare. Member satisfaction with the role played by APKARKUSI as a facilitator is shown in Table 3. The CSI value of APKARKUSI's role in facilitating obtained a satisfaction index of 72.61% with the Satisfied category. Members' satisfaction with the role is due to APKARKUSI facilitating the availability of warehouses for storing rubber, security, and maintaining quality. Facilitating the availability of transportation for transporting farmers' rubber, facilitating subsidies for seeds, fertilizers, and business capital, facilitating members to visit to make comparisons with better rubber farmers outside the region, and facilitating meetings between members and buyers to obtain information desired by buyers regarding quantity and quality. According to members, there is still a need for better service improvements so that members get delighted service. According to (Rahman, 2015), facilitated between buyers and sellers, there will be a price balance, from unfair to fair prices, in facilitating rubber marketing. According to (Aniyati & Alfiah, 2018), the role of facilitation appropriately is to support the development of superior village economic potential and empowerment of poor households. They are strengthening farmer institutions by facilitating various training and technological innovations for farmer groups (Handayani, 2020).

### 4. APKARKUSI's Role in Advocating to the Government

APKARKUSI is an advocate so that members get various supportive actions from the government and non-government to fight for and protect farmers. As for member satisfaction, APKARKUSI is the advocate, as shown in Table 4. The CSI value of APKARKUSI's role in advocating obtained a satisfaction index of 62.83% with the satisfied category. Members are satisfied with the role because APKARKUSI has provided input to the Regional Government so that there is a policy to protect the conversion of rubber land into oil palm plantations, convinced the government to have a subsidy program for rubber farmers, tried to get the government to stipulate in the RTRW that rubber plantation land is included as part of environmental conservation efforts, convinced the government to build a rubber processing industry in Kuantan Singingi Regency, tried to get the government to redistribute land to farmers who have small land or do not have rubber land so that rubber farming businesses are economically rational. APKARKUSI's advocacy, according to members, still needs to be improved so that members get protection and attention from the government when developing their businesses. According to (Abdurrahman *et al.* 2021) Attributes that are considered necessary provide a significant contribution to business income, so they can be used as planning controls and as a basis for evaluating an institution's performance.

Table 3. Member Satisfaction with APKARKUSI in Facilitating Members

Variables	Attribute Code	Attribute	MIS	MSS	WF	WS
Facilitating Business Progress, Marketing Member Results	1	Facilitating warehouse	4.57	8.57	20.48	175.43
	2	Facilitating transportation	4.73	8.47	21.23	179.71
	3	Facilitating subsidies for seeds, fertilizers, and business capital	4.60	6.77	20.63	139.58
	4	Facilitate out-of-town visits	3.97	7.67	17.79	136.37
	5	facilitate meetings with buyers	4.43	8.43	19.88	167.66
			22.30		WT	798.75
					CSI	72.61

### 5. APKARKUSI's Role in Monitoring and Evaluating Members

APKARKUSI monitors and evaluates members' rubber marketing activities and member organizations. Table 5 shows member satisfaction with the monitoring and evaluation role. The CSI value on the role of APKARKUSI in conducting monitoring and evaluation obtained a satisfaction index of 77.14% with the category Satisfied. APKARKUSI has conducted monitoring and evaluation, including the processing process into quality rubber by farmers, post-processing that affects the quality of rubber, the role of members in socializing APKARKUSI policies to Farmer Groups and farmers, the implementation of APKARKUSI policies by members, on the effectiveness of

APKARKUSI policies. According to (Samanhudi et al. 2021) monitoring and evaluation activities must be carried out periodically as a form of coaching and mentoring.

#### Managerial implication

APKARKUSI needs to improve its performance by carrying out its role according to members' expectations. To realize members' expectations, APKARKUSI needs to fulfill its role by following members' interests. Another implication for the government is to meet members' expectations by making a policy to protect the conversion of rubber land by stipulating rubber land in the Regional Spatial Plan and utilizing industrial plantation forest areas for rubber development.

Table 4. Member Satisfaction with APKARKUSI as an Advocate

Variables	Attribute Code	Attribute	MIS	MSS	WF	WS
Conduct Advocacy So That Members Get Support from the Government	1	Providing input to the government to protect rubber plantations	4.40	6.33	20.47	129.61
	2	Convincing the government to get subsidies for farmers	4.43	6.73	20.62	138.84
	3	Providing input to the government on the RTRW for determining rubber plantation land	4.43	6.70	20.62	138.16
	4	Convincing the government to build a rubber processing industry	4.43	8.80	20.62	181.46
	5	Convincing the government about land redistribution to farmers	3.80	5.83	17.67	103.10
			21.50		WT	691.17
					CSI	62.83

Table 5. Member Satisfaction with APKARKUSI in Carrying Out Monitoring and Evaluation

Variables	Attribute Code	Attribute	MIS	MSS	WF	WS
Monitoring and Evaluation of Rubber Marketing of Members and Member Organizations	21	Monitoring and Evaluation of Quality Rubber Processing	4.53	8.80	21.76	191.49
	22	Post-processing monitoring and evaluation of rubber	4.43	8.37	21.28	178.04
	23	Monitoring and evaluation of socializing APKARKUSI policies to Keltan/farmers.	4.03	8.57	19.36	165.85
	24	Monitoring and Evaluation of the implementation of APKARKUSI policies by members	3.70	8.40	17.76	149.18
	25	Monitoring and Evaluation of the effectiveness of APKARKUSI policies	4.13	8.27	19.84	164.01
			20.83		WT	848.58
					CSI	77.14



## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the explanation presented, it can be concluded that the theoretical implications of the evaluation results on the performance of APKARKUSI are related to the concept of member satisfaction and the effectiveness of the organization's role in supporting the welfare of its members. Members consider four attributes very important. However, APKARKUSI's performance in these matters is still considered poor, namely in facilitating access to subsidies for seeds, fertilizers, and business capital loans, providing input to local governments on policies to protect the conversion of rubber land into oil palm plantations, providing feedback related to the subsidy program for rubber farmers, and providing input on the determination of the Regional Spatial Plan (RTRW) which includes rubber plantation land as environmental conservation. The evaluation results found that thirteen attributes were considered significant by members, with most of these attributes having good performance. However, two attributes are considered unimportant and have poor performance, as well as six attributes that, although not significant, are considered good performance. Although the overall performance of APKARKUSI is assessed in the adequate category, with the role carried out by this organization, members consider its role to be quite good. The theoretical implications of these findings are that APKARKUSI needs to improve its performance in matters that are considered very important by members. In the theory of customer or member satisfaction, the fulfillment of members' needs and expectations is the main factor in increasing their satisfaction. Therefore, APKARKUSI must focus on improving the quality of services, especially in matters related to access to subsidies and rubberland protection policies. By improving performance in areas that are considered necessary by members, APKARKUSI can increase member satisfaction, which will ultimately increase the organization's role in supporting the welfare of rubber farmers.

### Recommendations

The Kuantan Singingi Regency Government must create policies to maintain and develop rubber plantations as a superior regional commodity. These policies should

include designating plantation land in the RTRW and providing subsidies for seeds, fertilizers, and business capital for rubber farmers.

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