Organizational Commitment of Members of The Dairy Farmer Group in Banyumas Regency

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Abstract. Most dairy farmers in Banyumas Regency are work in groups because their milk product should be sold in the group to the cooperative. The top-down formation made the members of the dairy farmer group less involved in the motivation to the group. This study aims to analyze the relationship among the long-standing leadership and the motivating ability to the organizational commitment of members of the dairy farmers group in Banyumas Regency. This study used survey methods. The sampling area has been done by purposive sampling method by selecting Pekuncen and Cilongok districts, where a lot of dairy farmers are there. The sample of the group has been determined by the census method as many as 11 groups, 124 farmers. The respondents have been selected by random sampling method, as many as 50% of the total group members or 62 farmers. The data has been analyzed using Spearman’s Rank correlation then performed descriptively. The results showed that the leader of the dairy farmers group had long-standing leadership and they had a good motivating ability. The member had a high organizational commitment to the groups. Eventually, the length of leadership and the motivating ability had a fairly strong relationship with the organizational commitment of group members with correlation coefficients of 0.574 and 0.544.

Keywords: organizational commitment, dairy farmer group, Banyumas

1. Introduction
The increase of public knowledge and incomes led the demand for nutritious food, such as cow milk. Maintenance of dairy cattle requires cool temperatures and sufficient forage. Banyumas Regency, with cool temperature (18-25°C), has considerable potential for the development of dairy farms. However, the success of the development of dairy farming has not only determined by natural resources and the climate but also by the framers as farmers.

According to data from the Central Statistics Agency (Badan Pusat Statistik) of Banyumas Regency in 2017, there were 13.056 dairy cattle in Banyumas Regency maintained by smallholder
farmers[1]. The farmers worked in groups to easy to facilitate in marketing, coordination and coaching from the cooperatives or the government. Farmers’ ability in farming is easy to be improved when they work in groups[2], because farmers groups are the forum for learning, working together, and producing unit the members. Besides that, their participation in groups is closely related to the increasing of products and the technical efficiency in causing production gaps between farmers who work in group and independent farmers [3].

The sustainability of farmers group is determined by the leader’s ability in coordinating and directing the members in interacting harmoniously. The intensive and harmonious interaction between members and group leader caused mutual trust and openness in solving the problems in the group well. There are many roles had to be performed by the leader, including mobilizing and directing the members to determine the effectiveness of the group in achieving their goals. The ability of a leader is reflected in strength, expertise, aspirations, and being a partner of reform agents [4].

The leaders who have success doing their roles made the members are more comfortable and committed to the group or organization. Organizational commitment is not only described as the loyalty to the organization but also an ongoing process with employees who express the concern of members of the organization proven in success and high achievement [5].

2. Methodology
This study used a survey method that taken samples from one population and used a questionnaire in collecting primary data. The sampling was chosen by purposive sampling, namely Pekuncen and Cilongok Districts. The selection of group samples was determined by census method, as many as 11 groups. The respondents have been determined by random sampling as many as 50% of the total group members (114 farmers) or 62 farmers. The primary data of this study have been obtained from the observations and interviews using listing questions that have been prepared. The secondary data have been obtained from relevant agencies, such as the Office of Fisheries and Animal Husbandry of Banyumas Regency, the Central Statistics Agency of Banyumas Regency, etc.

Data analysis
The collected data has been analyzed using Spearman’s Rank correlation and explained descriptively. Descriptive analysis is used to describe (a) the length of the leadership of a dairy cattle group leader (b) the motivating abilities of the dairy cattle group leaders and (c) organizational commitment of dairy farmer group members. Spearman’s Rank correlation is used to measure the degree of closeness of the relationship between a variable with other variables. In this study, Spearman’s Rank analysis is used to analyze the relationship between the length of leaders and the motivating ability of group leaders with the organizational commitment of members of dairy farmer groups in Banyumas Regency. Spearman’s Rank correlation formula:

\[ r_s = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)} \]

Notes:
- \( r_s \) = the value of Spearman’s Rank correlation
- \( d_i \) = difference in ranks of the “ith” element
- \( n \) = number of data points
3. Result and Discussion
The dairy cattle business in Banyumas Regency was started with the funding by the European Economic Community (EEC) in 1987. There were several sub-districts in the Banyumas Regency that have received dairy loan assistance, including Pekuncen and Cilongok districts. Furthermore, to facilitate the marketing of milk, Satria Cooperative or better known as the "PESAT" cooperative was established. Dairy cattle farmers deposit milk at a Milk Collection Site (TPA), for sale at "PESAT" Cooperative. Today, as many as 11 farmer groups establish in Pekuncen and Cilongok Districts.

The sustainability of the group is highly determined by the leader in managing the members and the resources in the group. Leadership is the most influential factor in-group/organizational performance followed by the motivation of the members [6]. The influence of leaders in improving employee performance has been stated in several studies, such as Pradopo [7] and Fitriastuti [8] Both studies indicated that leadership factors resulted in a positive and significant effect on group performance. The leader’s success in achieving the group's aim made the members more comfortable joining the group because it is a manifestation of the individual goals of each group member.

The length of lead
The length of lead is the time spent by the leader in leading a group of dairy farmers in Banyumas Regency in years. The length of lead produced an experience that could be used as a basis for the roles of a leader. The results of the study about the length of the lead of group leaders in Banyumas Regency could be learned in Table 1.

| No | The Length of Lead (year) | Farmer (people) | Percentage (%) |
|----|--------------------------|-----------------|----------------|
| 1  | 5 – 7                    | 6               | 55             |
| 2  | 3 – 4                    | 3               | 27             |
| 3  | 1 – 2                    | 2               | 18             |
| Total |                      | 11              | 100            |

Source: Primary data processed in 2018

Based on the agreement of members of the dairy cattle group in Banyumas Regency, the duration of lead is 2 years. Related to Table 1, the majority of the length of lead group leaders is 5-7 years, or can be said that the leader has on duty in 2-4 periods of lead. The most ideal length of lead is 5 years because during the period the leader has already close relationship to the members and could control his/her members in any activity and made a comfortable atmosphere in the group. The results are closely in line with Yunosaf's study on the group of dairy farmers in Tandangsari Multi-Bussines Cooperative (Koperasi Serba Usaha Tandangsari) in Sumedang that the length of lead is around 4-5 years [4]. In general, after the leadership of a group leader ends, there were no members who are willing to be a leader, so that the leadership period has been extended by 1 more period, even there were up to 4 periods of leadership. The low level of farmers' education is possible made the lack of self-confidence and their communication ability. Another reason is a large number of farmer jobs, besides maintaining dairy cattle, they had the other job in agriculture farming or trading.

Motivating ability of the leader
Motivation is formed from the mental attitude of a person deal with work situations [9]. Someone’s motivation is one’s condition that can move him/her directionally to achieve the aims of the group/organization (work goals). Someone will get outstanding work if he/she has a mental attitude that is ready in psychophysically and physically able, understands the aims of the group/organization, and able to overcome all situations.
The motivating ability of group leaders is the assessment of members to the group leader's ability in motivating the members to work cooperatively in achieving group aims. The results of the study on the motivating ability of group leaders are presented in Table 2.

**Table 2. Motivating ability of the leader**

| No | Criteria              | Farmer (people) | Percentage (%) |
|----|-----------------------|-----------------|----------------|
| 1  | Good (30-40)          | 48              | 81             |
| 2  | Good enough (20-29)   | 14              | 19             |
| 3  | Bad (10-19)           | -               | -              |
|    | Total                 | 62              | 100            |

Source: Primary data processed in 2018

Based on Table 2, as many as 48 farmers (81%) assessed the leaders were able to provide good motivation to the members. Farmers assumed that the leader always gave encouragement and provided advice and demonstrated a good working and optimally increasing productivity. One effort to motivate by the leaders was to give opportunities for the outstanding members to attend the counseling class out of the group, such as counseling at the sub-district office or even in the other cities. Although, some opportunities to learn farming class in the other cities were often not be used because of their limited time.

The role of the leaders also promotes cooperative/government programs. This duty has been carried out by the leaders well. Motivation is a driving force that creates a person's passion to work together, effectively and integrated with all their efforts to achieve job satisfaction [10]. The motivating ability of leaders could be assessed by encouraging, discussing with the other group leader, promoting to work cooperatively, and keeping leader role to manage the group, and sharing the problem to be solved together [11].

**Organizational commitment**

The group or organization will show a better influence with the support from the members. The full attention of the leader makes the members giving trust to the group. When the members have committed to work loyalty and give all support to best work, the aims of the groups are easy to achieve. Criteria of organizational commitment are the affective commitment, normative commitment dan continuance commitment [12]. Organizational commitment is closely related to the performance of the members. The member performance is the work achieved by members in the group by the authority and responsibilities of each to achieve group aims.

Organizational commitment consists of hard work and loyalty to the organization. Loyalty leads someone’s willingness to work for developing the organization. Hard work is an embodiment of an intention from employees to contribute to the organization for its progress [13]. Fitriastuti [8] and Tolentino [14] stated that organizational commitment has a great influence on one's performance. An employee will work perfectly, utilize his abilities and skills with enthusiasm, when he has high organizational commitment. The results of the study on the organizational commitment of the members are presented in Table 3.
Table 3. Organizational Commitment of the Member of Dairy Farmer Group in Banyumas Regency

| No | Criteria       | Farmer (people) | Percentage (%) |
|----|----------------|----------------|----------------|
| 1  | High (24-32)   | 51             | 82             |
| 2  | Medium (16-23) | 11             | 18             |
| 3  | Low (8-15)     | -              | -              |
| Jumlah |              | 62             | 100            |

Source: Primary data processed in 2017

Based on Table 3, the amount of 51 members (82%) have high organizational commitment. Members feel comfortable joining the group, so they have a high commitment to the group. Group meetings, held every 10 days along with milk payments, caused a more intensive interaction among members. The discussion and brainstorming session during group meetings caused each member has tight social ties. During the group meetings, the leader also conveyed the information obtained from the cooperative or the agency to the group members, so the is broadcasted properly to the members.

The relationship between the length of the lead and the motivating ability of leader with the organizational commitment of members of the dairy farmer group in Banyumas Regency

To find out the relationship between the length of the lead and the motivating ability of leader with the organizational commitment of the members of the dairy farmer group in Banyumas Regency, the Spearman’s Rank correlation has been conducted. The results of the analysis are presented in Table 4.

Table 4. The result of spearman’s rank correlation

| Spearman’s rank analysis                  | Correlation-coefficient |
|-------------------------------------------|-------------------------|
| The length of Lead with organizational commitment | 0.574                   |
| The motivating ability of leader          | 0.544                   |

Based on the Spearman’s Rank correlation analysis in Table 4, the length of the lead of the leader has a sufficient relationship with the organizational commitment of the members with a coefficient of 0.574. The longer leader leads a group, the higher commitment of members to the group. This is happened due to the long-standing relationship nourishing members trust to the leader and the group. The longer members join a group, the better the interaction among them, they would understand and respect each other. Furthermore, the members feel more comfortable and choose to stay working in a group. In general, members of the dairy farmer group in Banyumas Regency stopped work in the group just because did not have any dairy cattle anymore.

The majority of leaders have led the group for a long time, 4-7 years. They increasingly understood the personal or working characteristic of the members. Their comprehension could be the basis in the way to motivate all members and support to solve the problems together.

Lead with full attention, respect, and appreciate the members’ work has raised a more harmonious relationship among the group. The length of lead would affect the ability and the quality of leadership [15]. The leader has to coordinate the work team and the other duties of all members by emphasizing a good sense of responsibility and cooperation to the members. This made a stronger commitment of the members work in group conscientiously and involved in group works.

The results of the Spearman’s Rank correlation test showed that there was a fairly strong relationship between the motivating ability of leaders and organizational commitment of members.
with the score correlation 0.544. The members had a perception that the leader has been able to motivate them by giving a good figure in dairy farming. The leaders were very easy in helping the members to solve their problems related to the cultivation of dairy cattle or the other problems related to the groups. The leaders had also conducted socialization on cooperative or government programs. According to Mar’at, members’ commitment is influenced by several factors, such as motivation, compensation, training, leader functions, a good atmosphere of work, their enthusiasm for work and solve the conflicts in the organization [16]. The motivating ability given by the leader is inseparable from the leader’s experience with long-standing leading and has a close relationship with the members. The close relationship between the leader and the members caused openness attitude and strong trust, so the leader can motivate them properly. The leader’s behavior who protects and nurtures them well, caused the members to feel more comfortable to work in the group.

4. Conclusion
The leader of the dairy farmer group in Banyumas Regency has to lead the group in a sufficiently long time, about 4-7 years. The members of the dairy farmers group assessed that the leader has been able to motivate the members. The members had a high commitment to work in a group. There was a relationship between the length of the lead and the motivating ability of the leaders with the organizational commitment of members of the dairy farmers group in Banyumas Regency.

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