Developing the Competitiveness and Sustainability of Agricultural Cluster Areas Based on Micro, Small and Medium Enterprise by Means of Community Entrepreneurship

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Abstract - The agricultural cluster area development (ACD) is tied to the local system and is influenced by aggregate factors. This requires the factual entrepreneurial approach to build its competitiveness and sustainability. The question this research aims at answering is why does the development of competitiveness and sustainability of ACD based on SMEs need community entrepreneurship (CE). In the meantime, the purpose of this research is to explain the significance of CE in competitiveness and sustainability of ACD through analysis of the relationship built between the competitiveness of agricultural community entrepreneurship areas and explains how CE develops competitiveness and sustainability of the agricultural cluster area. This research contributes to empirically revealing the relationship and essence of CE with the competitiveness and sustainability of ACD based on SMEs. The research was conducted in Lembah Gumanti District, Solok Regency, West Sumatra, Indonesia. Data were collected through survey; in-depth interviews, observation, and expert opinion. Data analysis used correlation analysis and qualitative-descriptive method.

Keywords: ACD; SMEs; collective action, West Sumatera;

1. Introduction

Research has long proven that developing the competitiveness and sustainability of agricultural cluster areas requires an entrepreneurial role; an activity that connects active people with a value-creation process or an innovation process for profit. (1), (2), (3), (4), (5), (6), (7), (8). Research also exposes that it is not appropriate if the entrepreneurial approach used is individual and corporate entrepreneurship. With this approach, the competitiveness of agricultural cluster areas based on small scale farming or small-medium enterprise (SMEs) will not be realized. This approach is oriented towards the interests of capital owners, and unable to address socio-economic and environmental problems, it also does not improve income inequality and poverty. Things that have been done so far include partnership between farmers and business actors, that has yet proven successful in becoming a solution. The cooperation that has been built has not harmonized the interests of all cooperating parties, and thus resulting in disharmony between the actors (3, 9,10), especially for actors consisting of small-scale farming productions that have a variety of weaknesses amid their essential roles and
their large distribution, even dominating in Asia, including in Indonesia. (11), (12), (13), (14), (15). Unfortunately, the trend of entrepreneurship study and implementation is still dominated by individual as well as corporate entrepreneurship (9,16,17).

The right entrepreneurship must be in line with the character of developing competitiveness and sustainability. Agricultural areas based on small-scale farming are the competitiveness of local systems, influenced by aggregate factors such as macro conditions so that the measurement takes into account a set of factors, namely common knowledge, common problems, and common effort. Regional competitiveness is indicated by the movement of the business climate as a form of economic development and regional growth to achieve mutual prosperity (18–20). The concept of competitiveness that is aligned with sustainability is not just about competing. Competitiveness and sustainability need to be oriented on how to be computed in gaining benefits, and it must not be forgotten how to make the marginal components obtain and provide benefits. (21), (22), (23), (24), (25). Agricultural areas development (ACD) based on SMEs require community strength that synergizes with entrepreneurship that has social and environmental sensitivity. (9, 16, 17, 26). This is known as community entrepreneurship (CE). Community groups as collective business actors exploit local advantages, carry out economic, social, and cultural changes as a social, cultural, and environmental process to create prosperity (3), (27), (28), (29).

The study of developing agricultural areas with community entrepreneurship is a novelty. Based on literature reviews; references that published from 1998 to 2020, none presented developing the competitiveness of agricultural cluster based on SMEs using CE. Previous researches stated that entrepreneurship played a role in increasing productivity by bringing innovations that increase economic development and regional growth (10); played a role in local economic development and meso competitiveness (2), (5); the key to the success of the efficient use of technology and ICT to improve the performance of farming and develop agricultural multifunction, strengthen the primary sector, grow the secondary and tertiary sectors (4), (6), (7), (8). However, it is still in the perspective of individual and corporate entrepreneurship. There are still few studies on CE and relative shortage of detailed CE study results (9), (17). Some of them are about the influence of CE on regional development (30), fostering CE within the city for the industrial sector (31), qualitative mapping of CE research (9), qualitatively measuring the effect of CE in producing individual entrepreneurship (32), a gender perspective in CE (3), the willingness of farmers to be involved in an entrepreneurial system (4), comparison of CE for the availability of housing for marginalized communities in US and UK (33), the potential for business incubators to develop creative industry players (34), CSR clusters, social businesses and communities (35) (36), community social capital synergy and CSR (37), synergy social entrepreneurship with local institutions (38), social capital in CE education (39), strategic entrepreneurship in local communities for sustainable development of tourism communities (40), CE in economic ecosystems and dynamics of small-city scale (41), social capital and participation in CE (42).

CE in ACD based on SMEs is a function of four variables, namely; collective innovation, collective supply chain management, collective accessibility to economic resources and opportunities, profit accumulation and benefit-sharing. This research contributes to revealing empirically the relationship and essence of community entrepreneurship to the competitiveness of agricultural cluster areas based on ACD. The research question is why developing the competitiveness and sustainability of ACD based on SMEs requires community entrepreneurship. This study aims to explain why it is important to develop competitiveness and sustainability of agricultural cluster areas using CE. This is explained through the analysis of the relationship that is built between the competitiveness of agricultural cluster areas with community entrepreneurship, and the description of how CE develops competitiveness and sustainability of the agricultural cluster area. This study produces a strong measure of the relationship between agricultural cluster areas competitiveness and CE. The second objective is empirical disclosure of how CE contributes to common problems with collective action to achieve common goals as the potential to realize the competitiveness and sustainability of agricultural areas.
2. Materials and Methods

The research is an empirical exploration contribution towards CE in developing competitiveness and sustainable development of agricultural cluster areas. This empirical condition was explored from the agricultural area in Lembah Gumanti subdistrict, Solok Regency, West Sumatra Province. Lembah Gumanti subdistrict is an agricultural production centre in Solok Regency. It is one of the areas ranked 20 at the national level for prospective areas as stipulated by the Indonesian Ministry of Agriculture in 2014. However, this area still needs improvement efforts (43). Lembah Gumanti District is located at 01057'18" and 01013'32" South; 100044'48" and 100055'45" East and it has an area of 456.72 km². The people of Lembah Gumanti Subdistrict are engaged as entrepreneurs in the agricultural sector, where the majority of the residents of Lembah Gumanti District are in the agricultural sector, reaching 77.55 percent of both agricultural and supporting sectors i.e. trade, transportation, and warehousing.

The research method applied is a survey in the agricultural area in Lembah Gumanti District, Solok Regency, West Sumatra Province. This effort is to obtain social, economic, political, and environmental facts from a group or region as part of community entrepreneurial activity. Data collection was carried out through questionnaires, interviews, and in-depth interviews with key informants as well as observations to strengthen data according to factual conditions including activity, interaction, and physical achievement. The sample selection is based on the Slovin method which has an effective level of accuracy when the population is known (44); of the 21 farmer groups who have good activities, the research data collection was carried out on 19 farmer groups from four villages, with the sample of 198 farmers.

Data analysis is conducted to measure the relationship between regional competitiveness and community entrepreneurship using correlation analysis. Correlation analysis is a statistical tool used to identify the relationship between community entrepreneurship and the competitiveness of agricultural cluster areas. Correlation is a number that shows the direction and strength of the relationship between variables or more. This means that it is expressed in the form of a positive or negative relationship, while the strength of the relationship is expressed in the magnitude of the correlation coefficient. To measure the relationship between community entrepreneurship and regional competitiveness, the Pearson Correlation is used. This method is the most basic method used to determine the relationship between variables so it is also known as simple linear correlation. Simple linear correlation is a correlation method used to measure the direction and strength of the relationship between 2 variables. Analysis is performed under Pearson Correlation using SPSS. The correlation coefficient is between -1 and 1. The correlation coefficient indicates the direction and strength of the relationship between variables. The direction of correlation between variables is indicated by the sign on the result of the correlation coefficient.

- If the correlation coefficient is positive (+), then: when the variable value is increased, it will increase the value of other variables. If the value of the variable is lowered, it will decrease the value of the other variables
- If the correlation coefficient is negative (-), then: when the value of the variable is increased, it will decrease the value of other variables. If the value of the variable is lowered, it will increase the value of other variables
- The positive correlation coefficient (+) shows the direction of the unidirectional relationship, while the correlation coefficient which is negative (-) shows the opposite direction of the relationship. Besides, the strength of the correlation between variables is shown from the range of values in the results of the correlation coefficient, both positive and negative.

\[ r = \frac{n \sum_{i=1}^{n} X_i Y_i - \sum_{i=1}^{n} X_i \sum_{i=1}^{n} Y_i}{\sqrt{(n \sum_{i=1}^{n} X_i^2 - (\sum_{i=1}^{n} X_i)^2) (n \sum_{i=1}^{n} Y_i^2 - (\sum_{i=1}^{n} Y_i)^2)}} \sum \] (1)

Information: \( r = \) Pearson correlation coefficient; \( n = \) number of samples
\[ \sum_{i=1}^{n} X_i \] is the sum of the values of the X variable from the 1st to the n-th data

\[ \sum_{i=1}^{n} Y_i \] is the sum of the values of the Y variable from the 1st to the n-th data

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**Figure 1.** Relationship between agricultural area competitiveness and community entrepreneurship

| Y1 = Community entrepreneurship | Y2 = Average Income |
|--------------------------------|---------------------|
| X1 = Collective innovation | X2 = Collective supply chain management |
| X1.1 = Affective | X2.1 = Planning |
| X1.2 = Cognitive | X2.2 = Organizing |
| X1.3 = Technology Absorption | X2.3 = Control |
| | X2.4 = Market opportunity management |
| X3 = Collective accessibility to economic resources and opportunities | X3 = Collective accessibility to economic resources and opportunities |
| X3.1 = Procedural | X3.2 = Facilitation |
| | X3.3 = Consequences |
| | X3.4 = Regulation |
| X4 = Accumulated profits and benefit-sharing | X4 = Accumulated profits and benefit-sharing |
| X4.1 = Increase in average income | X4.2 = Average cost |
| | X4.3 = Mutual benefit |
| | X4.4 = Mutual benefit |

Legend: \( \rightarrow \) component; \( \leftarrow \) influence; \( = \) relation

Figure 1 shows the measured variables include:

a. Y1 = The total entrepreneurial value of the community built from collective innovation, collective supply chain management, collective accessibility to economic resources and opportunities, along with profit accumulation and benefit-sharing. Measurement in the form of community entrepreneurship effectiveness index is based on measurement standards that have passed validity and reliability tests through instrument tests

b. X = community entrepreneurship variables include collective innovation, collective supply chain management, collective accessibility to economic resources and opportunities, as well as profit accumulation and benefit-sharing. Also, the indicators for each variable.

c. Y2 = Competitiveness of agricultural areas. This is represented by the average income as the acquisition of yields and the average price earned by group members. Competitiveness is measured through income, so the result of collective action is to increase the average income in agricultural areas. Average income describes the processes that are built in the agricultural area.

Qualitative descriptive analysis is used to explain empirical findings on how community entrepreneurial power builds regional competitiveness and sustainability. The description contains the actual conditions of how community entrepreneurship contributes to socio-economy and the environment to build small-scale farming based agricultural areas. This reveals the supporting factors including actors, roles, processes, and achievements.
3. Results and Discussion
The results and discussion explain the relationship between agricultural cluster areas competitiveness and CE, illustrate how this is built and the factors that support the development of competitiveness and sustainability of ACD using CE.

3.1. Relationship of Agricultural Area Competitiveness with Community Entrepreneurship
Regional competitiveness is the competitiveness of local systems, influenced by aggregate factors, namely common problems, common knowledge, and common efforts. It is indicated from the movement in the business climate as a form of economic development and regional growth to achieve mutual prosperity (20), (19), (18). Developing the competitiveness of agricultural areas is an interaction of aggregate factors that has shared orientations. The result of collective action increases the average income in the agricultural cluster area.
CE plays a vital role in the ACD in the common interest and in overcoming common problems. CE is a synergy of community and social entrepreneurship to change the economic, social, and cultural situation. (3), (28), (29), (39). The CE’s variable in ACD based on SMEs is born from the interaction of entrepreneurial aspects and regional competitiveness, namely the community, agribusiness cluster, and shared resources. These variables are collective innovation, collective supply chain management, collective accessibility to economic resources and opportunities, profit accumulation, and benefit-sharing. The relationship that is built between the competitiveness of agricultural areas and CE is measured through the relationship between average income and the management index value of the CE’s variables.
The reconstruction of the relationship between the competitiveness of agricultural areas and CE in developing communities is shown from the correlation value that has been built. Correlation is a number that shows the direction and strength of the relationship between variables or more. This means, it is expressed in the form of a positive or negative relationship, while the strength of the relationship is expressed in the magnitude of the correlation coefficient. Moreover, the strength of the correlation between variables is shown from the range of values in the results of the correlation coefficient, both positive and negative. The strength of correlation is depicted in table 1.

| Value     | Mean    |
|-----------|---------|
| 0.00-0.19 | Very weak |
| 0.20-0.39 | Weak    |
| 0.40-0.59 | Moderate |
| 0.60-0.79 | Strong  |
| 0.80-1.00 | Very Strong |

Source: [45]

Correlation tests classified, on management effectiveness, into strong and not strong. The dependent variable is competitiveness as represented by the average income of each farmer group. This correlation reconstruction was carried out on two categories of community entrepreneurship which had different levels of community entrepreneurship effectiveness; strong and not strong.

![Figure 2. Construction of the relationship between agricultural cluster area competitiveness and community entrepreneurship](image-url)
Figure 2 shows that the movement of the X and Y variables results in a larger correlation coefficient number in the farming community where the effectiveness of household management is already strong, ranging from 0.526 to 0.980, which means that the strength of moderate to the strong relationship between community entrepreneurship and the competitiveness of agricultural areas. The correlation coefficient value in communities where the effectiveness of household management is not strong, moving from a value of 0.120 to 0.720 means that the strength of the relationship between community entrepreneurship and competitiveness is weak.

This condition can be reconstructed as evidence influences the level of community entrepreneurship effectiveness with the competitiveness of agricultural areas. The relationship between variables is stronger in communities that have strong effectiveness in managing the entrepreneurial function of the community in terms of building the competitiveness of agricultural areas. This indicates that the competitiveness of agricultural areas based on small-scale farming will be stronger if it is motivated by community entrepreneurship that is managed effectively.

3.2. Empirical findings; Factors supporting the success of Koperasi Solok Radjo as community entrepreneurship contributes to building competitiveness and sustainability of agricultural areas.

The relationship between agricultural cluster area competitiveness and strong community entrepreneurship has been shown by farmer groups who take shelter in strong community entrepreneurship. This community is more effective in managing collective innovation, collective SCM, collective accessibility to economic resources and opportunities along with profit accumulation and benefit-sharing. This can be achieved as a result of community synergy and social entrepreneurship engaged in community’ social business by Koperasi Solok Radjo. It eliminates the weaknesses of each farmer group, embraces farmer groups until a synergy is developed, providing benefits that are almost evenly distributed to the coffee farming community. The achievements include social, economic, and environmental benefits. This potential develops with the involvement of actors, roles, processes, and achievements as driving factors for the development of competitiveness and sustainability of SMES-based agricultural areas by community entrepreneurship is shown in Figure 3.
Achievements include socio-cultural, economic, environmental, and policy aspects that become the foundation for building competitiveness and sustainability of agricultural areas and even contributing to the regional economy.

Koperasi Solok Radjo as a community social enterprise shows it. The movement, which initially had 11 members, has now grown to 900 members. Koperasi Solok Radjo has two processing units, the first function is to collect farmers' crops then carry out processing in the form of peeling the cherry skins into grains. Community entrepreneurship builds competitiveness and sustainability with the target of producing quality improvements and a better price structure for farmers, contributing to building social education, opening business fields by stimulating coffee farming, increasing community average income, and contributing to the reforestation of customary land areas. This shows that community entrepreneurship contributes to movement in the business climate as a form of economic development and regional growth to achieve prosperity [18, 19, 20]. Koperasi Solok Radjo has shown a contribution to the competitiveness of the Valley's agricultural areas, which are still weak in implementing regional development [43]. Even Koperasi Solok Radjo accommodates coffee farmers from three subdistricts, i.e. Danau Kembar, Lembah Gumanti, and Lembang Jaya in Solok Regency.

This movement shows that community entrepreneurship does not only play a role in developing the competitiveness of agricultural cluster areas. Aspects that include socio-cultural, socio-economic, and environmental have potential to develop regional economies. [46 47].

a. Socio-culture through collective action in community entrepreneurial variables as maintenance and enhance positive socio-cultural values.

b. Socio-economy that is developed through more competitive economic action.

c. Environment through innovative actions that are environmentally friendly and maintain the sustainability of the area.

d. Public policies are provided by the government and encourage the synergy of various parties that will contribute to building the area.

How the interaction of actors, roles, processes, and achievement of community entrepreneurship builds regional competitiveness and sustainability is described in Table 2.

Table 2. The actors, roles, processes, and achievements of community entrepreneurship build the competitiveness and sustainability of the development area

| Actors | Roles |
|--------|------|
| a. Farmer communities are actors of collective action towards collective innovation, collective MRP, collective accessibility to economic resources and mutual opportunities, as well as profit accumulation and benefit-sharing. Communities are in the form of established farmer groups or individuals working together to form farmer groups. | The basic foundation to community entrepreneurship development. Small farmers have limited resources and capacity so in facing change the majority take the role of change in the farm with a choice of no risk, no cost. |
| b. Social business is an individual or institution that plays a multi-innovative role in the agricultural area. | Plays a central role in developing the entrepreneurial quality of the community. Social businesses both have the potential to carry out a variety of innovations, including building interest by showing tangible and direct benefits from the initial stages of income sources; take charge of minimum costs and risks; become an example of innovation action through; building multi-innovation that includes farmers in these changes, |
external parties related to innovation, supply chain management, accessibility to economic resources and opportunities, as well as profit accumulation and benefit-sharing; develop synergies with external parties related to innovation, supply chain management, accessibility to economic resources and opportunities, as well as profit accumulation and benefit-sharing. The roles that are carried out lead to the form of business incubators in agricultural areas that make efforts to build, assist, make breakthroughs, connect the internal-external components of the region and develop multi-innovations.

c. Partners are proponents of community entrepreneurship for the implementation of innovation, supply chain management, accessibility to economic resources and opportunities, as well as profit accumulation and benefit-sharing.

Provide support for community entrepreneurship for the implementation of collective innovation, supply chain management, accessibility to economic resources and opportunities, along with benefit accumulation and benefit-sharing. Partners include:
- Suppliers of the necessary inputs and facilities.
- Consumers/markets that provide opportunities and help build product quality through transparent information, provide competitive prices and good bargaining for smallholder products.
- Investors as owners of capital who are willing to share benefits and risks with farmers and social entrepreneurs.
- CSR funding companies, namely program funders and companies that have a concern in improving the welfare of small farmers and supporting businesses with a social character.

d. The government is the owner of policies and delivery of public services that will support community entrepreneurship in the region.

Government with policy support and implementation in the form of empowerment and capacity building programs. Effective solutions to constraints include limited land or other economic resources.

| Processes | Achievements |
|-----------|--------------|
| a. Beginning/starting Stage (Go) | The change process that occurs must: |
| At this stage, the community must build entrepreneurial attitudes; Tough in facing challenges and building cooperation. | - not impose the costs and risks of innovation to the small farming community, no cost, no risk. |
| b. Growth Stage | The change process must build the capacity to reach out to more prospective segments and support external parties (investors, funding, government, etc.). The risks and minimal costs are not borne by the small farming community. Innovation is more flexible, both in type and form. Build management that manages community entrepreneurship variables appropriately. |
| At this stage changes and consequences can be addressed together as trust and hope begin to form. | |
| c. Succeed (Good) | Strong management in managing the four variables of community entrepreneurship to maintain common interests for internal and external community entrepreneurship in |
the filled market segment. agricultural areas. Contribute socio-economic and environmental significantly.

Source: empirical finding.

Developing competitiveness and sustainability of agricultural cluster areas using CE is a very strategic substance and has the potential to develop a regional economy, especially with the characteristics of Indonesia; Indonesia’s regional economy is influenced by high variations in its geographic, demographic, socio-cultural, socio-economic, and environmental structures. The potential of this concept possesses both opportunities and challenges because it requires the support of various parties. Government policy is one of the requirements for building competitiveness and the sustainability of agricultural areas for regional economic development.

4. Conclusion

The competitiveness and sustainability of agricultural cluster areas has a strong relationship with CE. This shows that the competitiveness of agricultural cluster areas based on SMEs will be realized better if it is driven by CE that is effectively managed. CE develops competitiveness and sustainability of agricultural cluster areas supported by factors of actors, roles, processes and achievements. The actors consist of the farming community, social businesses, partners and the government that synergize based on each roles and throughout the stages of the process. Achievements covering socio-cultural, socio-economic, and environmental aspects are the foundation for realizing the competitiveness and sustainability of agricultural areas as well as contributing to the regional economy. Consequently, it is necessary to develop scientifically effective CE models in agricultural areas and support policies to develop CE in ACD. Government policy is one of the requirements for developing competitiveness and the sustainability of agricultural cluster areas for regional economic development.

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