

Analysis Of Satisfaction And Loyalty Level Of Organic Vegetable Farmers On Brenjonk Organic Community Management System (Case Study Of Trawas District Of Mojokerto Regency, East Java, Indonesia)

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Abstract: *One of the farming groups in Indonesia located exactly in Trawas district, commonly called Brenjonk Organic Community is an organic vegetable-producing farming group. This research aims to see the member's level of loyalty and satisfaction toward the community which he/she already participates. The analysis methods used to achieve the objectives were Importance Performance Analysis (IPA), Customer satisfaction Index (CSI), and the analysis of loyalty category. Different from the old theory, which was Consumer loyalty Concept which has been used by many researchers, Loyalty is a grade in the pyramid. We combined the concept of old loyalty concept with the one we obtained from our research, not in the form of grade but in category as in one pyramid it will produce more than 100%. It also results from a wide range of respondents. Census was used to take samples. Research findings show that the member of farmers was grouped into satisfactory level and employee habitual loyalty category in the sense that they perform their activity as daily routines, not because of being loyal to their community. It therefore, needs some improved management system which is still considered far from the expectation which the member felt.*

Keywords: *brenjonk organic community; satisfaction; loyalty category*

I. Introduction

Indonesia is an agrarian country in which most of the population is farmers. Agricultural sectors has its own sector such as food cultivation, plantation, fishing and dairy farming. To increase the farmer prosperity and to strengthen the bargaining position in the process of developmental process making, farmers can do this by having the settled unity/organization among them, one of which is a farmer community. It is expected that this group becomes one of the social strengths in the development of agriculture.

Some farming members involving in organic farms allow them to join with Indonesian Organic Alliance (AOI). Based on its report, the certified organic land area in 2005 was till less than 40.000 ha. Yet, in 2007, the area already was covered 50.130 ha, rising to 25%, which was well managed by 5.050 farmers. (Surono 2007, in Saragih 2008)[1]. This indicates that there is a constantly increased farming land because organic product consumption also increases.

Urban people consume vegetable 6 % higher than villages. The improved economic stability results in a rising purchasing power as well as health improvement of the people. As a result, there is also increased demand of higher quality products of vegetable. It is a fact that there is also an increased price of fertilizers, medicines and higher quality of vegetable. The latter means that the products are free from chemical substances, harming people's health, commonly called organic vegetable. (Departemen Pertanian, 2009)[2].

However, vegetable consumption of Indonesians per capita is still considered low. As stated by Director of Vegetable Plantation and Biofarmaka of Horticultural General Directorate of Agricultural Ministry published in Daily newspaper, Kompas in 2010, it was said that Indonesian people's vegetable consumption only accounted for 40,6 kg/year, considerably far from that of rice, accounting for 139 kg/year. The consumption of vegetable of Indonesian people is substantially lower than that of China, making up 270 kg/year, Myanmar 80 kg, Malaysia 49 kg, Filipina 55 kg, Singapura 120 kg and India 50. FAO, in fact, recommends that vegetable be consumed 73 kg/ capita [3].

In Indonesia, based on Badan Pusat Statistik (2004)[4] approximately 34,01% of agricultural household is horticultural farming household, some of which are vegetable farming household. Therefore, farming empowerment is required to achieve the independence to enhance the farmer capacity for either their knowledge, skill and changing attitude in farming activity.

Not only does the farming group function as studying place for its member, but it has also a role in shaping a cooperative means and a production unit to develop its business activity. In managing its membership, this group is also concerned about the needs of its member to achieve its primary goal. Loyalty and satisfaction

of the member are ,in fact , very vital as they are capable of activating the management system of farming business activity so as to achieve its objective. Yet, if one member of this group does not cooperatively work this group will not work efficiently. Encouraging the member to work actively, management or the other staff must be able to motivate the others to meet the expectation of other members which include supervising in the field and determining the selling price above the market price. This aims to give substantial contribution to the farmer's working performance. It is often said that loyalty and satisfaction are psychological aspects, having a very important role in developing an activity to reach the intended goals.

The suitability level between management system felt by farmers and performance given by farming group staff heavily affects the loyalty and satisfaction of the farming group. From those aspects, it is expected that there is a more improved quality of farming group in establishing teamwork and equality regarding its vision and mission between members and farming group staff. From this suitability level, staff's working performance will be easily identified in the areas of their management system which one should be improved or retained, allowing farmers to be constantly satisfied and loyal with their own farming group.

Both farmer's loyalty and satisfaction need to be more concerned. If a farming group member does not have such loyalty, then that member is more likely to be less responsible for doing its task. This will result in a problem that disadvantages this farming group. Like an employee working in a company not having a loyalty to his company, it will also disadvantage the work place where he is employed.

Brenjonk organic community is a social-based-business activity which requires a loyal communities, allowing the sustained and constantly developed business activity.. This community collaborates with farming groups in the location. This community also cooperates with farmers to produce organic vegetables and fruits by maximizing the use of land around homes. There is a business contract between Brenjonk organic community and farmers in terms of buying and marketing those vegetable products. As this community is based on social entrepreneurship, it requires loyal members to community to sustain this business activity. The suitability level between farmer necessity/importance on the existing management system and the performance given by member of staff to organic member of Brenjonk organic community farmers really affect the satisfaction and loyalty of each member. To sustain this, all members need to increase their performance from the existing management system. Based on the previously illustration, some problems analyzed will comprise: 1) to what extent is suitability level between importance and performance of Brenjonk Organic community's management system; 2) What is the level of satisfaction of farmers on Brenjonk Organic Community; 3) What category level organic vegetable farmers of Brenjok Organic Community are grouped into.

II. Methodology

This research measures and explains to what degree is the level of loyalty and satisfaction of organic vegetable farming member on the management system of Brenjonk Organic community. Being one of the centres of organic vegetable production determines the research setting located in Mojokerto regency. Thus, the technique of determining research setting uses *purposive sampling* while the technique of taking respondents is saturated sampling, commonly termed census.

Method of data analysis used in this research comprised descriptive analysis, quantitative analysis, consisting of validity and reliability tests, *Importance Performance Analysis (IPA)*, *Customer Satisfaction Index (CSI)*, and analysis of Loyalty category. In IPA formulation, the analysis of suitability level between necessity, performance and cartesian diagram analysis is to determine each attribute position. Then analysis of CSI was carried out to determine the level of farmer satisfaction on the management system of Brenjonk organic community. The analysis of loyalty category was used to determine which loyalty category was grouped.

Farmer's level of satisfaction will then be analysed using *Customer Satisfaction Index* with research variables such as *tangibility*, *reliability*, *responsiveness*, *assurance* dan *emphaty*. This research will also see the level of suitability between the staff's importance and performance level on management system of Brenjonk Organic Community *Important Performance Analysis*. This will allow the community of Brenjonk Organic to improve the attributes existing in the management system which are still considered less well managed. This will, in turn, allow them to be more loyal and more satisfied.

Farmer's loyalty level will be measured with the analysis of loyalty level that will be grouped into *Switcher Employee*, *Habitual Employee*, *Satisfied Employee*, *Liking The Company*, or *Committed Employee*. This will lead to what category most farmers will be grouped into.

III. Result

General description of Brenjonk Organic Community

This centre of organik Brenjonk was founded in 2001 and officially set up in 2007. This business activity has been under notary certificate number 17 in the year 2007. It has been led by Bapak Slamet. BRENJONK is a farming organization having purposes to increase farmers' welfare by considering natural

environment as well as creating village community independence in managing sustainable efforts using the principle of social entrepreneurship.

Organic vegetable has been cultivated by this community in the small farming area belonging to farmers of Penanggungan sub village inside *green house* or is generally termed organic vegetable house which cost around Rp. 2.500.000,00. This *green house* was firstly owned by farmers both cash and credit payment. In-Credit payment was paid by farmers through the selling of organic vegetable to Brenjonk management per monthly basis. The first capital used was to provide loan to farmers which was Indonesia-The Netherlands organization or is commonly termed *Indonesia-Netherland Asociation (INA)* and from *Horticultural Partnership Support Program (HPSP)* that has been running since 2005, having a small number of members. .

Members of Brenjonk organic community are 50 farmers and reach into 9 areas in two districts which are Trawas and Pacet Districts. For Trawas District, the horticultural area is located in Penanggungan covering Penanggungan, Trawas, Ketapanrame, and Selotapak subvillages. For Pacet District, it is located in the area of Sayah Sajen, Padusan, Tamiajeng, Claket, dan Warugunung. Brenjonk has its own organic product certificate obtained from PAMOR Indonesia and PT. Biocert. The existing management system has the following missions:

1. Strengthening the family economic base in the village.
2. Strengthening the community awareness toward healthy and saving consumption patterns.
3. Applying organic farming system based on community.
4. Constant promoting and marketing organic products.

In addition, there must be a good communication between Brenjonk community and farmers by having business contract between both parties. This contract functions to get a certificate from Biocert. From this certificate, the land condition and the way farmers manage and sustain this organic system can be retained well. There are also rights and responsibilities that are owned by both parties that consist of :

1. Coordinating and managing organic certification program.
2. Conducting training of organic farming standardized by BRENJONK.
3. Coordinating with internal inspectors.
4. Collaborating with other parties (buyer, supplier and customer), Making fair and transparent purchase including buying above market cost toward farmer's organic products that fulfill the standard.

Farmers, in one side, have their responsibilities regarding their business contract such as :

1. Be willing to be the member of organic program to get the certificate and are controlled by organization issuing certificate.
2. Keeping their promise to follow organic farming principles listed in ICS Brenjonk.
3. Not using pesticide, herbicide, fertilizer in areas that will be organically certified.
4. Be willing to conduct organic farming principles as follows :
 - a. Using seeds, fertilizers and pest control using natural substances.
 - b. Maintaining land fertility using organic materials.
 - c. Preventing erosion by planting protecting plants and making terracing.
5. Preventing organic land areas from the mixture of contamination of non-organic areas.
6. Be willing to participate of ICS trainings/coachings.
7. Reporting to internal inspectors or those who are in charge of in ICS organizations regarding the organic products.
8. Be willing to receive sanction if committing infringement toward organic farming principles.
9. Be willing if there is land inspection regarding packaging, ware house, tools and document letters performed by legalized institutions.

Respondent's general profile

Respondents' general profile in this research was grouped based on age, gender, last educational level, main job, the number of green houses owned by members and the length of being a member of Brenjonk community. Based on the data from all respondent members, there are 27 females or 54% and 23 males or 46%. Most of Brenjonk community members are aged 36-54 and for educational level, most of whom are senior high school graduates which is 46%. Their main jobs are farmers which is 36%. The average number of green houses is 1 to 2 green houses and 38% of the members is a new member of Brenjonk organic community.

Analysis of suitability level of importance and performance

Based on IPA method calculation (Importance Performance Analysis) the score of the importance level and that of working performance of the members of Brenjonk are identified. The result of the level of suitability is presented in table 1.

Table 1. Level of suitability between the level of importance and working performance

No	Variable	Atribute	Importance Level (\bar{Y})	Performance (\bar{X})	Suitability level (Tki)	Priority
1	Tangibles	Supporting means in producing organic vegetables.	208	184	88,46%	13
2		Transportation from production location to post-harvesting location.	192	176	91,67%	8
3		Planning in farmer business activity.	202	163	80,69%	18
4		Rising number of members.	180	158	87,78%	14
5	Reliability	Punctuality on returning loan	209	196	93,78%	5
6		Financial transparency regarding green house loans	222	193	86,94%	16
7		Coaching for members	209	174	83,25%	17
8		Supervision for members	132	146	110,61%	2
9		Inspection of members	193	169	87,56%	15
10		Cooperation with third party.	212	192	90,57%	9
11	Responsiveness	Accuracy in vegetable production	198	184	92,93%	6
12		Punctuality on the payment of selling production of farming members	214	192	89,72%	10
13		Quick supervision of helping members	216	143	66,20%	20
14	Assurance	Member sanction	131	154	117,56%	1
15		Transparency of finance of vegetable selling	214	191	89,25%	11
16		Supervision schedul for members	206	143	69,42%	19
17		Cooperation with other parties to sell products	211	187	88,63%	12
18	Emphaty	Courtesy and hospitality between staff and members.	208	193	92,79%	7
19		Mutual respect between members and staff	210	200	95,24%	4
20.		Equal treatment between staff and members	179	190	106,15%	3

Data presented in table 1 show that the level of suitability ranged from the highest level (20) to the lowest (1). The data depicts that the level of suitability having the highest sanction level was 117,56%. Attribute having the lowest priority is the quick supervision in solving the member's problem when conducting the horiculture activity which was 66.20%. This shows that the working performance of the members for sanction attributes is higher than the expectation and the importance level of the members. This sanction is addressed to members not conducting vegetable production for several months and has already been warned by the staff of Brenjonk organic community which resulted in a delayed loan payment to Brenjonk organic community. The saction can be in the form of green house removal member and diverted to other members regarding the ownership of green house.

Cartesian diagram analysis

To note the item position being researched in Cartesian diagram, calculating the average mean out of the average value of the level of importance and the value of performance wasdone. The diagram was used to determine the quality of services this community gives. Based on the result of the calculation, the average mean of importance level and satisfaction, then the average level of both importance and satisfaction level was 3,95, while the average level of performance was 3.53%. For attributes having the value of importance level and performance above the average score will mean having a high level of importance and performance that can be seen in the table 2.

Table 2. The average score of importance and Performance Level

No	Variable	Attribute	Importance level (\bar{Y})	Performance level (\bar{X})
1.	Tangibles (Physical evidence)	Supporting means in producing organic vegetables	4,16	3,68
2.		Transportation from production sites to post harvesting location	3,84	3,52
3.		Planning of farmers' business activities	4,04	3,26
4.		The increasing number of members	3,6	3,16
5.	Reliability (Keandalan)	Punctuality of returning loan	4,18	3,92
6.		Financial transparency of <i>greenhouse loan</i>	4,44	3,86
7.		Training of members	4,18	3,48
8.		Member Supervision	2,64	2,92
9.		Member Inspection	3,86	3,38
10.		Cooperation with other members (<i>middleman</i>)	4,24	3,84
11.	Responsiveness (Daya Tanggap)	Punctuality of vegetable production	3,96	3,68
12.		Punctuality of payment of farmers' selling products	4,28	3,84
13.		Quick Supervision in helping members to solve their problems	4,32	2,86
14.	Assurance (Jaminan)	Member sanction	2,62	3,08
15.		Financial Transparency of vegetable selling	4,28	3,82
16.		Supervision schedule for members	4,12	2,86
17.		Cooperation with other members to sell products	4,22	3,74
18.	Emphaty (Empati)	Courtesy and hospitality between members and staff	4,16	3,86
19.		Mutual respect between members and staff	4,2	4
20.		Equal treatment between members and staff	3,58	3,8
The average score			3,95	3,53

Once the average score was obtained from each attributes, then the analysis in the form of mapping cartesius diagram was done. This diagram is divided into 4 quadrans which are the first priority, the second priority, the third one and the fourth priority. The priority placement is attribute priorities that needs performance improvement first. 4 quadrans describe the different conditions as seen in the figure 1:

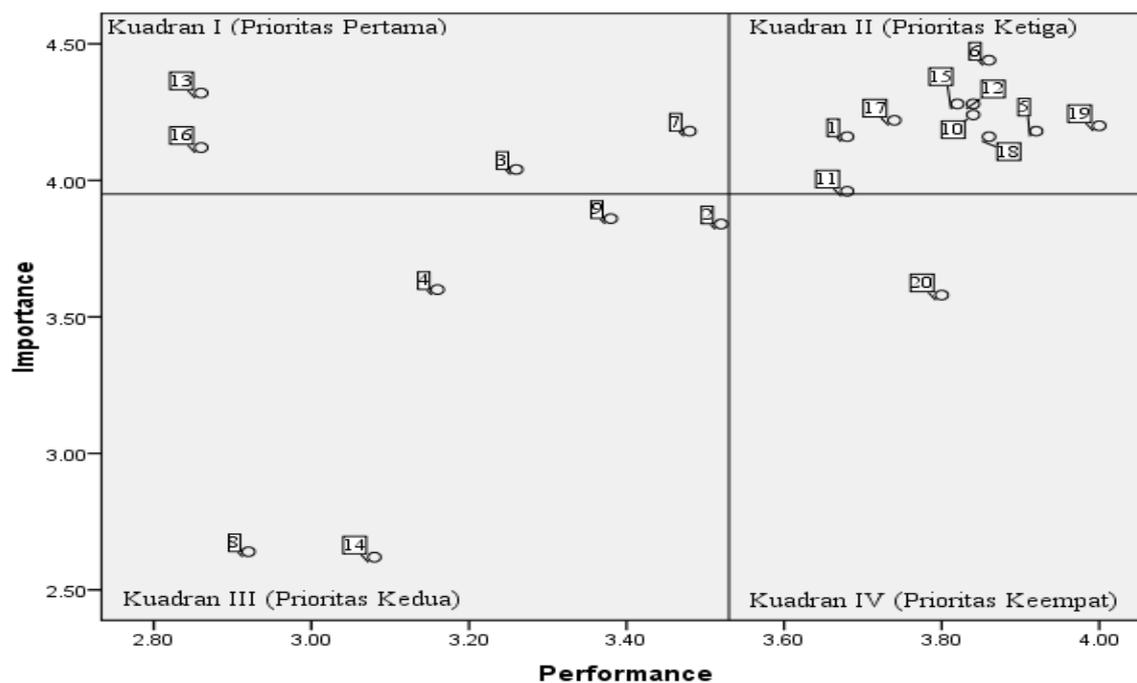


Figure 1. Cartesian diagram of Attributes of Management system of Brenjonk Organic farming community.

In cartesian diagram available in Figure 1, 4 attributes are in Quadrant 1, 10 attributes in Quadrant II, 5 attributes in Quadrant III, and one attribute in Quadrant IV. Those attributes are seen in the table 3 as follows:

Table 3. Result of Recapitulating attributes in every quadrant of Cartesian diagram

Quadrant	Attribute
Quadrant I (Priority one)	Quick supervision in helping members to solve their problems (13) (13), Supervision Schedule for members (16), Planning in farmers' business activity (3), Coaching for members (7)
Quadrant III (Priority Three)	Supporting means in producing organic vegetables (1), Punctuality/Accuracy of vegetable production (11), Cooperation with other parties to sell products (17), Financial transparency of vegetable selling (15), Payment punctuality of farmers' selling products (12), Courtesy and Hospitality between members and staff (18), Financial transparency regarding greenhouse loan (6), Punctuality of returning loan (5), Cooperation with other parties (<i>middleman</i>) (10), Mutual respect between members and staff (19)
Quadrant III (Priority Two)	Supervision for members (8), Sanction for members (14), The increasing number of members (4), member inspection (9), Transportation from production location to post harvesting location (2)
Quadrant IV (Priority Four)	Equal Treatment to members by staff (20)

Analysis of satisfactory level of community member

The result of calculation of *Customer Satisfaction Index* can be seen in table 4 as follows:

Table 4. Value of *Customer Satisfaction Index*

No	Variable	Attribute	Mean Importance Score (MIS)	Weight Factor (WF)	Mean Satisfaction Score (MSS)	Weight Score (WS)
1	Tangibles (physical evidence)	Supporting means in producing organic vegetables.	4,16	5,27%	3,68	0,19
2		Transportation from production location to post-harvesting location.	3,84	4,87%	3,52	0,17
3		Planning in farmer business activity.	4,04	5,12%	3,26	0,17
4		Rising number of members.	3,6	4,56%	3,16	0,14
5	Reliability	Punctuality on returning loan	4,18	5,30%	3,92	0,21
6		Financial transparency regarding green house loans	4,44	5,63%	3,86	0,22
7		Training of members	4,18	5,30%	3,48	0,18
8		Member Supervision	2,64	3,35%	2,92	0,10
9		Member Inspection	3,86	4,89%	3,38	0,17
10		Cooperation with other members (<i>middleman</i>)	4,24	5,37%	3,84	0,21
11	Responsiveness	Punctuality of vegetable production	3,96	5,02%	3,68	0,18
12		Punctuality of payment of farmers' selling products	4,28	5,42%	3,84	0,21
13		Quick Supervision in helping members to solve their problems	4,32	5,47%	2,86	0,16
14	Assurance	Member sanction	2,62	3,32%	3,08	0,10
15		Financial Transparency of vegetable selling	4,28	5,42%	3,82	0,21
16		Supervision schedule for members	4,12	5,22%	2,86	0,15
17		Cooperation with other members to sell products	4,22	5,35%	3,74	0,20
18	Empathy	Courtesy and hospitality between members and staff	4,16	5,27%	3,86	0,20
19		Mutual respect between members and staff	4,2	5,32%	4,00	0,21
20.		Equal treatment between members and staff	3,58	4,54%	3,80	0,17
Total			78,92	100%	70,56	3,55
Customer Satisfaction Index (CSI)						71,03%

Based on Table 4, it can be seen that the value of CSI was 71,03% or 0,71. Index of satisfaction was in CSI's value ranging from 0,66 to 0,80. This means that overall, farmer members are satisfied with management system which Brenjonk community has done to them. Despite a satisfying level, it is still expected that staff of Brenjonk Organic community keeps being committed in enhancing the members' satisfaction in the following years.

Category of Loyalty of Members

Out of 5 loyalty categories of consumers on Brenjonk Organic community, the category of loyalty can be seen in Figure 2.

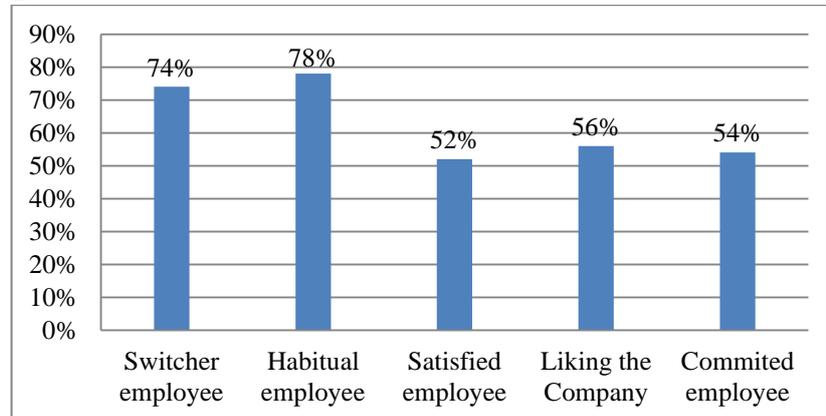


Figure 2. Percentage of Each category of loyalty

It can be seen from figure two that the most dominant loyalty category or most members are grouped into loyalty of *habitual employee*. *Habitual employee* is a member performing all community activities merely as a routine activity which he/she must do. However, overallly seen from the result of loyalty categories, the research concludes that community needs to be concerned about supervising system and member payment system. If seen from figure 2, members grouped into category of *switcher employee* have also a high percentage. Based on the interview with members, The active membership of most members to cultivate organic vegetables also depends on the supervision and the punctuality of loan payment based on the available or existing schedule.

Test of hypothesis

The first hypothesis states that the highest level of suitability between members and the staff of Brenjonk Organic community is in supervision and coaching attribute for members included in reliability variable, with an analysis test of suitability level between level of suitability and importance. It is then obtained that the highest value is member sanction. This means that sanction implementation from staff to members breaking the regulation which is already agreed or not making vegetable production in accordance with the agreed procedure is already applied suited with the expectation or the level of importance of members of organic vegetable farmers.

The second hypothesis states that the level of satisfaction of organic vegetable farmers on Brenjonk Organic community's management system is adequately satisfied, using *Customer Satisfaction Index (CSI)* which accounts 0,71. The last hypothesis states that most farmers are grouped into the category of *committed employee*. Using the analysis of loyalty category, it has 78%. This means that most members already joining with Brenjonk Organic community consider it a daily routine, not a full commitment as a loyal member toward the community he / she follows.

IV. Discussion

From the research finding, there are some changes from the existing theories, which are as follows:

Quadrant division of cartesian diagram

The already mentioned quadrant in this research is different from the previous theory which stated that quadrant 1 is called "the main priority", quadrant 2 termed "keep the achievement", quadrant 3 labelled "low priority" and quadrant 4 termed "be excessive"[5]. This difference occurs because in the previous theory the term quadrant is used to analyze the necessity and the expectation of product attributes by a consumer in using a certain product brand. This research uses Cartesian diagram to see the importance and expectation of service attributes from the management system done by farmers toward the community management he/she is following. .

In this research, the name distribution of Cartesian diagram is made which is based on management system priority that should be improved first. The division is divided into priority 1 for quadrant I, priority 2 for

quadrant III, priority 3 for quadrant II, and priority 4 for quadrant IV. Figure 1 illustrates the division. It is clearly depicted that most attributes being researched are grouped into priority 3 that needs to be improved. This makes the community staff must work harder to avoid from a decreased performance or even a more increased performance can be gained so as to meet the farming member's expectation, allowing them more loyal.

The development of theory of loyalty pyramid

This research is different from previous research as loyalty category of Brenjonk organic community's management system is not shaped by either a pyramid or a reverse pyramid as seen in the level of loyalty pyramid. This is because the analysis used is partial, having different variable indicators. This research does not use loyalty degrees as most respondents are combined respondents of several levels, for example member who prefers a community is also the one committed to the community as well. As proposed by Rangkuty (2002) regarding brand loyalty level who claimed that 5 brand loyalty levels do not always appear in a pure form as there is always a customer having a combination of these levels.

Besides, this research does not use loyalty level or grade as mentioned in the previous theory. It uses a category term as it has different categories, The illustration of loyalty category is also different from the illustration of loyalty pyramid so that in this research the illustration does not use a pyramid like the previous research which is illustrated in figure 3 based on research finding

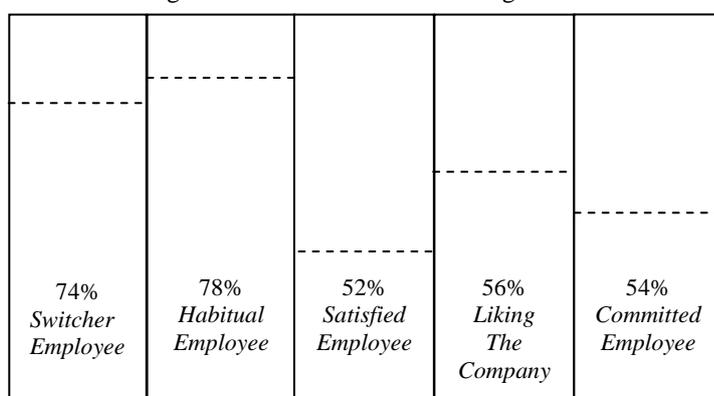


Figure 3: Diagram of Service Loyalty Category

Based on figure 3, the value of each category is represented in percentage and if seen from loyalty category, *habitual employee* has the highest chart which means that most respondents are grouped into this category. However, each category in the diagram can change according to the percentage of the research finding as each category has different indicators. Furthermore one respondent can be categorized into several groups. Besides, the percentage of research findings maximally has 100% in each category.

V. Conclusion

There are still some attributes in the analysis of staff's performance suitability level and member's importance level that need improving, as it does not meet the member's expectation. In the aspect of satisfaction level, Brenjonk Organic Community is positioned in the level of satisfaction, meaning that the member already feels satisfied with the already existing management system which the staff performed. In the area of loyalty analysis, most members having joined with Brenjonk Organic community are grouped into habitual employee in the sense that they only perform this activity as daily routine not because of being loyal to their community.

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