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Agroindustrial productivity through copra processing partnership mechanisms in Bulukumba, South Sulawesi, Indonesia

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ABSTRACT

Introduction: the expanding demand for copra (the dried flesh of a coconut), and the desiccated kernel of the coconut fruit, underscores its promising potential for agro-industrial development. Effective partnership formations emerge as pivotal drivers in this context. This study aims to ascertain the most productive partnership patterns within five distinct mechanisms operating in Bulukumba, South Sulawesi, Indonesia. **Methods:** the research site was determined using a purposive method, selecting five sub-districts prominent for coconut production, and employing the snowball sampling technique for data collection. Productivity analysis was conducted utilizing efficiency criteria and profit ratios across various partnership patterns. **Results:** efficiency and profit ratios were calculated for each mechanism as follows: 1) middlemen involvement yielded an efficiency of 107% and a profit ratio of 0.94; 2) engagement with local traders resulted in 77% efficiency and a profit ratio of 1.29; 3) participation in farmers' associations exhibited 36% efficiency and a profit ratio of 2.76; 4) group mechanisms demonstrated 86% efficiency and a profit ratio of 1.17; while 5) subcontract mechanisms displayed 31% efficiency and a profit ratio of 3.24. **Conclusion:** among the investigated mechanisms, the subcontract mechanism emerged as the most productive partnership model, while the middlemen mechanism, non-partnership, exhibited the lowest productivity.

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INTRODUCTION

The plantation subsector constitutes a significant component of Indonesia's economy, contributing substantially to the Gross Domestic Product (GDP). In 2021, it contributed 387.502 trillion rupiah to the GDP (Sinaga *et al.*, 2022). Among the commodities pivotal to Indonesia's global trade, copra, the desiccated coconut flesh, holds prominence. Copra, a semi-processed coconut product, maintains a crucial position due to its escalating global demand, increasing by 5.5% annually (Rinaldi & Karyani, 2015; Sahat, 2017; Usdi, 2021). Notably, national demand for copra surged by an average of 15.6% from 2015 to 2020 (Fatimah, 2020), underscoring the imperative of developing agroindustrial copra.

The Indonesian economy's reliance on the agricultural sector underscores the pivotal role of agroindustry (Ibrahim & Soelistyo, 2012). This interdependence has led to an agroindustry-centric approach to industrialization (Pratiwi *et al.*, 2017), offering economic services, promoting equity, and fostering growth and stability (Arianti & Waluyati, 2019). The evolution of partnership mechanisms serves as a critical driver in this endeavor.

Previous research by (Brillian Pintakami & Yan Asdasiwi, 2020) focused on the influence of various partnership patterns are applicable within the agroindustry, including the core plasma partnership pattern, subcontract partnership pattern, general trading partnership pattern, agency partnership pattern, and cooperation partnership pattern to the incomes obtained by the farmer but overlooked productivity outcomes. Each pattern exhibits distinct characteristics, leading to varied partnership dynamics, thereby influencing the partnership's efficacy within the industry. Other previous research focused on the influence of productive partnership relationships in encouraging sustainable production in the industry, thus facilitating further development (Fuadi, 2018), unfortunately his research only focused on the influence of partnerships company's competitive advantage. The partnership flow delineates the established relationship state within the industry. Evaluating productive partnership flows involves assessing their efficiency and effectiveness. Efficiency metrics determine the success and quality of business management practices (Hidayati, 2015; Putri, 2018), influenced by factors such as total input costs and production value (Anindita &

Noeryanti, 2020). Effectiveness, gauged through profits earned by the industry, serves as a benchmark for ensuring business continuity, besides its primary role in the business establishment (Fanindi *et al.*, 2019).

Bulukumba, situated in South Sulawesi, is notable for its significant copra production. Particularly along its coastal areas, several regions in Bulukumba exhibit high productivity in copra production. In 2021, the total coconut production in the region amounted to 8,221 tons, with a predominant portion being processed into copra commodities (BPS Sulawesi Selatan, 2021). Initiatives to promote partnership activities have been undertaken by the Agriculture and Food Security Office of Bulukumba through fostering coordination and collaboration among various agencies (DPKP Bulukumba, 2022). However, the perceived low quality of human resources among copra processors poses a hindrance to effective partnership activities, impeding the productivity of the partnership mechanisms in place. While prior studies have explored the dynamics of the general partnership, they are still limited to exploring the challenges of human resources to productivity. Hence, there is a pressing need to investigate the productivity of the five partnership mechanisms employed by copra processors in Bulukumba, South Sulawesi, with a focus on determining the mechanism exhibiting higher productivity based on the efficiency-profit ratio analysis framework.

METHODS

Research time and object

The study was undertaken during February-March 2023, focusing on copra processors situated in Bulukumba, South Sulawesi, Indonesia. Copra processors were chosen as the research subjects due to their position as the least profitable entity within the Copra marketing framework. This data collection was carried out from February to March without any specific reason, but the data can be guaranteed to be representative due to cooperation with the local agricultural service and farmer groups during data collection. The selection of the research location was determined because South Sulawesi is one of the centers of coconut production (Serikat Jenderal Kementrian Pertanian, 2020).

Population and sampling technique

Bulukumba was chosen as the research site due to its notable production of copra commodities. The selected sub-districts for research sampling include Ujung Loe, Bonto Bahari, Bonto Tiro, Kajang, and Herlang. The selection of these sample locations was purposive, taking into account factors such as coconut land area and the volume of coconut production. Bulukumba was chosen as the research site due to its notable production of copra commodities. The selected sub-districts for research sampling include Ujung Loe, Bonto Bahari, Bonto Tiro, Kajang, and Herlang. The selection of these sample locations was purposive, taking into account factors such as coconut land area and the volume of coconut production. These factors were determined to see the amount of coconut harvest that affects copra productivity (Ismail *et al.*, 2022).

Table 1. Sub-districts with the most farmers and production

NO.	Sub-districts	Coconut land area (Ha)	Coconut production (Ton)
1	Ujung Loe	2,203	2,373
2	Bonto Tiro	1,055	650
3	Bonto Bahari	924	472
4	Kajang	2,343	1,737
5	Herlang	2,516	2,670

Source : (DPKP Bulukumba, 2022)

Referring to Table 1, three villages were selected from each sub-district as research sites. Employing a purposive method, villages with active and consistent copra production were chosen. The research encompassed 15 villages: Lolisang, Tanah Harapan, Tanah Jaya, Tugondeng, Tanuntung, Balleanging, Tamatto, Salemba, Sapolohe, Benjala, Lembanna, Bontomarannu, Bonto Tanga, and Tamalanrea.

The research population comprised individuals engaged in copra trading activities, including copra processors as the primary actors and copra traders as complementary entities. Copra traders encompassed middlemen, local traders, and wholesale traders. The study involved 45 copra processors actively engaged in copra production, while the traders numbered 8 individuals, identified through the snowball sampling technique, which entails the initial sample guiding the selection of subsequent samples (Ibrahim, 2020).

Data analysis technique

This study incorporates both primary and secondary data sources. Primary data are derived from observations and interviews conducted with copra processors, who serve as the principal stakeholders, and traders, who play a complementary role in data validation. Secondary data were gathered through a literature review, previous research, and information sourced from the Agriculture Office of Bulukumba. Data collection methods employed encompassed observation, interviews, and note-taking based on criteria that have been formulated by researchers.

Subsequently, the collected data underwent analysis to assess productivity, wherein the efficiency ratio was calculated to gauge the efficiency of copra-agroindustrial management, and the profit ratio was computed to evaluate its effectiveness (Putri, 2018). Efficiency measurement aims to elucidate the relationship between resources and output generated, with higher efficiency indicating a greater output relative to input. The efficiency ratio formula, as proposed by Madismo (2004) in the research conducted by (Koromath, 2020), is as follows:

$$Efficiency\ Ratio = \frac{Costs\ Expended}{Revenue} \times 100\%$$

With the following efficiency criteria (Tabel 2):

Table 2. Efficiency level criteria

Efficiency percentage	Criteria description
>100%	Inefficient
90%-100%	Less efficient
80%-90%	Moderately efficient
60%-80%	Efficient
<60%	Highly efficient

Productivity is further evaluated through the examination of effectiveness measures to assess the attainment of copra agroindustrial objectives. Among these objectives is the pursuit of profitability. To analyze profitability, the profit ratio was calculated following the formula established by (Fanindi *et al.*, 2019):

$$a = \frac{R}{C}$$

Notes:
A = Revenue Cost Ratio
R = Revenue
C = Cost

The assessment criteria are described as follows:
If R/C = 1, the pattern neither results in profit nor losses.
If R/C < 1, the pattern results in losses.
If R/C > 1, the pattern results in profits.

RESULTS AND DISCUSSIONS

Relationship pattern of copra agroindustry in Bulukumba

Copra, a semi-processed derivative of coconut, holds a significant export share within the agroindustry sector (Rinaldi & Karyani, 2015). Agroindustry, as a system, aims to enhance regional welfare by involving human resources, agricultural commodities, information, and various other factors in processing agricultural products into semi-finished or final goods (Gultom, 2018). In Bulukumba, the copra agroindustry primarily operates as a household industry, where processors either harvest coconuts from plantations or purchase them for subsequent processing into copra through drying methods until the moisture content ranges between 10% to 12%. Subsequently, copra is traded with middlemen, local traders, or wholesale traders at mutually agreed-upon prices.

The relationships established within the copra agroindustry can be categorized into two main patterns: partnership patterns and non-partnership patterns, with the former further subdivided into indirect and direct implementations. These two patterns show the involvement of socio-economic relationships between processors and traders that will affect processor expenditure in copra production. This is also in line with research by Mursalat (2021) that states that the longer the distribution pattern of marketing channels, the less profit the processor receives. Below is data about copra processors engaged in various agroindustry patterns, including non-partnership, indirect partnership, and direct partnership models.

Table 3 reveals that the majority of processors opt for a non-partnership relationship pattern (67%), rather than engaging in either an indirect (31%) or direct partnership pattern (2%). The decision-making process of processors regarding copra sales is influenced by various factors, including their relationship with traders, market dynamics, and offered prices (Liu, 2018; Riyadh, 2018).

Table 3. Number of respondents based on implementation pattern of copra agroindustry

No.	Subdistrict	Non-partnership	Partnership	
			Indirect	Direct
1.	Ujung Loe	6	3	-
2.	Bonto Tiro	6	3	-
3.	Bonto Bahari	7	2	-
4.	Kajang	6	3	-
5.	Herlang	5	3	1
Total		30	14	1
Percentage		67%	31%	2%

Most copra processors adopt a non-partnership relationship pattern through middlemen mechanisms, selling copra directly to middlemen who typically offer competitive prices. This preference is attributed to the accessibility of middlemen and the strong emotional bond shared between processors and middlemen. According to (Ibrahim, 2019), social processes, driven by emotional connections, foster harmony and trust within business relationships (Piricz, 2018).

Processors equipped with market information tend to favor partnership relationship patterns, either indirectly or directly. Indirect partnership patterns often emerge through unwritten agreements between processors and local or wholesale traders, aiming to meet traders' standards while benefiting from higher purchase prices (Sudiadnyana, 2015). This pattern encompasses mechanisms such as the local trader mechanism, group mechanism, and farmers' association mechanism.

Conversely, the direct partnership pattern involves written contracts, with processors fulfilling partner industry requirements in exchange for guaranteed purchase prices, volumes, and market access. Such contractual agreements facilitate goal attainment and foster trust, leading to intensified information exchange (Hank & Priyanto, 2018; Sinaga *et al.*, 2022). Within this pattern, the subcontract mechanism stands out as the sole mechanism identified.

Productivity analysis

Assessing agroindustrial growth entails a critical examination of productivity. Productivity serves as a yardstick for establishing effective goals, optimizing resource utilization, and upholding quality standards (Manullang, 2020). The assessment of productivity hinges upon the performance, efficacy, and efficiency of resource management within the agroindustry. Efficiency measurement delineates the input-output relationship, while effectiveness measurement instrument’s goal achievement, with profitability standing as a key objective in establishing copra agroindustry (Putri, 2018). The ensuing analysis delves into copra-agroindustrial productivity through the computation of profit and efficiency ratios for each mechanism employed across non-partnership and partnership patterns.

Profit ratio

The effectiveness of agroindustry is measured using the profit ratio indicator, which assesses business continuity and goal achievement. Table 4 delineates the outcomes of profit ratio analysis, showcasing varying ratios across the five mechanisms. Differences in obtained prices and incurred costs per kilogram of copra production by processors influence these outcomes. Key factors impacting profit ratio calculation include expenditure and revenue (Khoirunisa’a *et al.*, 2022). The computation of costs entails assessing expenditures incurred by processors per kilogram of copra produced, while the output value is determined by revenue received per kilogram of copra sold.

Table 4. Calculation of profit ratio

No.	Mechanism	Cost/Input (IDR)	Value/Output (IDR)	Profit Ratio (R/C)
	Non-partnership pattern			
1.	Middlemen Mechanism	258	242	0.94 (Loss)
	Indirect partnership pattern			
1.	Local Trader Mechanism	291	376	1.29 (Profit)
2.	Group Mechanism	307	359	1.17 (Profit)
3.	Farmers' Association Mechanism	286	789	2.76 (Profit)
	Direct partnership pattern			
1.	Subcontract Mechanism	236	764	3.24 (Profit)

Table 4 presents the outcomes of calculations, indicating that mechanisms employing partnership patterns tend to yield ratios greater than 1 (>1), signifying profitability, whereas those employing non-partnership patterns yield ratios less than 1 (<1), indicating losses. This discrepancy arises from higher costs incurred compared to revenue earned by processors, with elevated production costs elevating the cost of goods sold and consequently impacting (Suharya *et*

al., 2021). Among copra processors, the group mechanism incurred the highest cost at IDR 307, while the subcontract mechanism bore the lowest cost at IDR 236. Conversely, the subcontract mechanism yielded the highest revenue at IDR 764, whereas copra processors using the middlemen mechanism obtained the lowest revenue at IDR 242.

Additionally, the results demonstrate that the subcontract mechanism boasts the highest profitability, with a profit ratio value of 3.24. This mechanism has achieved its profit targets in line with partnership objectives, including price and market guarantees (Castañer & Oliveira, 2020). Consequently, the subcontract mechanism generates higher revenue and profit compared to non-partnership patterns (Fitri *et al.*, 2018), with guaranteed stability in revenue.

Furthermore, the farmers' association mechanism proves more profitable than other indirect partnership mechanisms, boasting a profit ratio value of 2.76. This is because the existence of the farmer association as an intermediary between processors and traders can reduce marketing costs by underscoring the impact of established relationships and effective communication on anticipated benefits, with channel cuts enhancing cost efficiency among copra processors (Kanagaretnam & Thevaranjan, 2021). Similar channel cuts in the local trader mechanism, leading to a profit ratio of 1.29, affirm the potential for increased benefits through reduced marketing channels (Dewi *et al.*, 2018).

In contrast, the group mechanism ranks fourth in profit ratio among the five mechanisms, primarily due to substantial costs incurred, particularly in labor. Inefficient labor practices contribute to a higher ratio of revenue to expenses, resulting in diminished profits for copra processors (Mamilianti, 2015). Lastly, the non-partnership pattern, specifically through the middlemen mechanism, yields the lowest profit ratio, standing at 0.94, indicating unprofitability. Processors within this mechanism bear all production costs without price guarantees, thus adversely affecting their profits (Chukwuani, 2022).

Efficiency ratio

Agroindustrial efficiency is assessed through efficiency ratio indicators to evaluate the efficacy and quality of business management. Table 5 illustrates the analysis outcomes of efficiency ratios, delineating varying levels across each mechanism. These results are influenced by two primary factors: total input costs and production value (Anindita & Noeryanti, 2020). Input cost calculation is based on the expenses borne by processors per kilogram of copra produced, while output value computation is derived from revenue received per kilogram of copra sold.

Table 5. Calculation of efficiency ratio

No.	Mechanism	Cost/Input (IDR)	Value/Output (IDR)	Efficiency Ratio
	Non-partnership pattern			
1.	Middlemen Mechanism	258	242	107% (Inefficient)
	Indirect partnership pattern			
1.	Local Trader Mechanism	291	376	77% (Efficient)
2.	Group Mechanism	307	359	86% (Moderately Efficient)
3.	Farmers' Association Mechanism	286	789	36% (Highly Efficient)
	Direct partnership pattern			
1.	Subcontract Mechanism	236	764	31% (Highly Efficient)

The findings reveal that the middlemen mechanism achieved an efficiency ratio of 107%, followed by the group mechanism with 86%, the local trader mechanism with 77%, and the farmers' association mechanism with 36%, while the subcontract mechanism yielded the lowest efficiency ratio at 31%. Efficiency is gauged by the ratio between expenses and revenues, where higher ratios indicate greater efficiency (Pristianingrum, 2017). Mechanisms within the partnership pattern generally displayed ratios below 100%, indicating operational efficiency, while those within the non-partnership pattern exceeded 100%, suggesting inefficiency.

The subcontract mechanism notably operated more efficiently compared to others. This underscores the influence of partnership status on copra processors' productivity, consistent with findings by (Juliawati *et al.*, 2021), emphasizing the impact of partnership status on copra processors' productivity, attributed to price and market guarantees stabilizing copra processors' incomes (Amam *et al.*, 2019).

Following the subcontract mechanism, the farmers' association mechanism demonstrated considerable efficiency, indicative of established trust among parties, fostering coordination, cooperation, and communication (Kanagaretnam & Thevaranjan, 2021). Trust and communication facilitated cuts in marketing channels of middlemen and local traders, resulting in reduced expenditure costs, evident in the very low efficiency ratio.

The local trader mechanism also met efficiency criteria, attributable to streamlined marketing channels via middlemen, enhancing operational efficiency. This is evidenced by an efficiency ratio below 80%. Conversely, the group mechanism operated moderately efficiently due to the disproportionate ratio of expenses and revenues, primarily driven by a substantial workforce and limited marketing access (Mamilianti, 2015).

Inefficiencies in the middlemen mechanism stem from limited market access, necessitating reliance on middlemen. This aligns with the findings of (Sudiadnyana, 2015), attributing inefficiencies to elongated marketing channels and inequitable distribution of final consumer prices. Lack of information further exacerbates inefficiencies, as noted by (Kalogiannidis & Papaevangelou, 2020), emphasizing the role of information in enhancing efficiency.

The most efficient and profitable agro-industry pattern

The analysis of efficiency and profit ratios reveals that the subcontract mechanism emerges as the most efficient and profitable for processors among the four mechanisms within the non-partnership pattern. This finding aligns with research conducted by Harefa *et al.* (Harefa *et al.*, 2022), which underscores that partnership pattern mechanisms tend to exhibit greater efficiency and profitability compared to those in the non-partnership pattern, particularly concerning processing costs and income. Furthermore, copra processors within partnership patterns benefit from guaranteed selling prices established with partners, as highlighted by Rudiyanto (Rudiyanto, 2014), suggesting that partnerships contribute to profit stability for processors.

CONCLUSION

The subcontract mechanism emerges as the most productive, boasting an efficiency ratio of 31% and a profit ratio of 3.24, followed by the farmers' association mechanism, which exhibits an efficiency ratio of 36% and a profit ratio of 2.76. The efficiency and profitability of these mechanisms are influenced by the shortened marketing chain, resulting in reduced costs for copra processors and more equitable profits. Moreover, the presence of price guarantees within the subcontract mechanism further enhances its productivity compared to other mechanisms. Conversely, the middlemen mechanism ranks as the least productive, with an efficiency ratio of 107% and a profit ratio of 0.94, as copra processors cover all production costs without receiving guarantees on copra sales or equitable pricing. It is advisable to offer guidance to processors on implementing agroindustrial mechanisms within a partnership pattern.

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