

Working Model Design for Local Superior Commodities Development in Sukabumi Regency

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Abstract. Problems in agricultural development often encountered in almost all regions in Indonesia are the inadequate use of natural resource potentials, limited ability to manage resources, and lack of synergy between economic actors. These various problems require improved performance through integrated management and development of commodities from upstream to downstream. This research aims to design a working model for the development of local superior commodities in Sukabumi Regency through a survey method conducted in 33 subdistricts. The research resulted in a working model design for the development of local superior commodities in Sukabumi Regency which involved aspects of resource contribution (labor/human resources, natural resources, capital and infrastructure) as well as aspects of work and performance (farmer institutions, extension agencies, financial and marketing institutions, education, training, experiences, sales ability and product demand) to be able to generate advantages. Until now, agricultural development is still facing various obstacles and added value (profitability, market, productivity and learning). All components in the working model design for developing local superior commodities in Sukabumi Regency must be supported by government policies to maximize the increase in added value for both farmers and the community.

Keywords: working model, development, superior commodities

Introduction

Until now, agricultural development is still facing various obstacles. According to a study conducted by Bantacut (2014), land, trade, infrastructure, unfavorable price fluctuations, and climate change are classic problems still being faced in agricultural development. Meanwhile, according to the Indonesian Ministry of Agriculture or Kementrian Pertanian RI (2017), problems in agricultural development include various aspects such as environmental damage and climate change, facilities and infrastructure, land, water, land ownership status, national seed systems and nurseries, capital, institutional problem, food security and energy, integration and coordination among sectors, farmers exchange value, and service performance of agricultural bureaucracy. These problems can be found in almost all regions of Indonesia. Therefore, every region

should strive to find solutions to overcome these obstacles based on its local potential. If each region managed to overcome those problems and making progress, they will be said to have nationally and greatly contributed in resolving agricultural development issues.

According to Sukmawani et al., (2014), every region should have the ability to accelerate development based on its potential so as not to be left behind and able to compete with other regions. Sukmawani et al., (2019) continue that the success of each region is determined, one of which, by the ability to utilize its potential resources. Therefore, a region is expected to manage its potentials as an effort to discover the leverage of the region. Furthermore, Heru Susanto (2014) states that to strengthen national competitiveness, each region should manage its regional advantages. One of the efforts is by creating local superior commodities based

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on local potential, unique properties, and uniqueness of each region (Sukmawani et al., 2019). Each region is believed to have its potential specific superior commodities due to its characteristics based on the suitability of the place to grow, natural conditions, farming culture, and farmers' habits in farming. The use of local potential resources is important to create job opportunities and economic growth in the region. According to Sapratama & H (2013), regional development by utilizing local resources can increase economic growth and generate regional values for the benefit of development so that a region can achieve its best performance.

Bangun, (2019) stated that in order to face the globalization of trade and towards efficient agricultural development, it is necessary to determine superior commodities that have comparative and competitive advantage. According to her, commodities with comparative advantage based on the aspect of supply has superior characteristics in the growth of biophysical, technological, and socio-economic conditions of farmers in an area. Meanwhile, based on the demand aspect, superior commodities have strong characteristics in market demand, both domestic and international. Nevertheless, the development of superior commodities is not problem-free. The results of research by Sukmawani et al., (2014) reveal several factors affecting the success of developing superior commodities, which are (1) condition factor; (2) demand conditions; (3) institutional support; (4) investment support, farmer innovation and government policy on tax, subsidy, and price. Other influencing variables are the potential of human resources (skills, work ethic, spirit of cooperation), promotion, facilities and information sources, support and coordination between government institutions, age, level of education, farming experience, land area, and income (Hararap et al., 2012); (Putri et al., 2018). Meanwhile, external factors include the availability of means of transportation and communication, aspects related to product marketing and the availability of farming materials such as products price and production facilities (Sofa et al., 2019).

Research results by Fitri Amalia (2014) reveal the need for development to focus on sectors with big multiplier effect on the economy to overcome resource limitations in developing superior sectors. Harini et al., (2016) stated that the most important determinant of increasing the competitiveness

of commodities, especially food crops, is investment. Meanwhile, Dewi et al., (2017) stated that farmers and social capital characteristics are important in enhancing agricultural productivity. The results of the study by Parmadi et al., (2018) also showed that the low competitiveness of agricultural products was due to the low ability of agricultural human resources in farming management and the low capacity to optimize the management of local resource potential. This is reinforced by Sukmawani et al., (2019) in their research on Terubuk or Tebu Telur (Saccharum Edule) farming development as a model for local superior commodity, which shows that Terubuk development is influenced by human resources (HR), land, products, level of mastery of technology, markets and institutions. The statement is strengthened by Kementerian Desa, (2019) or the Ministry for Village and Disadvantaged Regions (KPDT) which revealed that a region is disadvantaged because it has difficulty in increasing its competitiveness due to constraints on infrastructure, investment, institutional, human resources as well as natural resources. This situation requires the concept of commodity development that is focused and aimed and able to integrate its management from upstream to downstream

Based on the description above, it can be concluded that the development of superior commodities will be successful if attention is paid to the influencing factors. These factors and a study of current agricultural conditions can be used as materials in designing a model formulation for developing local superior commodities. Thus, an analysis on the influencing factors will help creating a development model.

It is hoped that the model formed can access a broader market and support the development of other economic sectors that have the potential to create great employment opportunities and better prospects as an effort to improve the welfare of people in the area. This is in accordance with the statement of Tuminen et al., (2018) that agricultural development aims not only to pursue high levels of agricultural production but also to improve the living standard and welfare of farmers and absorb labor. Thus, the superior characteristics of a commodity can inspire its development.

This research is a case study in Sukabumi Regency. The selection of research locations is based on the consideration that

this regency is the largest area in Java and Bali, has the potential for large natural and agricultural resources so that this agricultural sector becomes the largest contributor (22.27%) to PDRB (Gross Regional Domestic Product) compared to other sectors (Badan Pusat Statistik, 2019). Unfortunately, this potential has not been fully utilized; and valued from the rate of economic growth, this agricultural sector is low. However, in line with the opinion of Giap Tan et al., (2015), the contribution of agricultural sector, even though it is decreasing, still has an important role in providing large employment opportunities.

Despite having great agricultural potentials, Sukabumi Regency still does not have its typical superior commodities that can leverage the region. Sukabumi Regency should working on various strategies and efforts that can encourage and accelerate development. One of the efforts is to drive agriculture sector through the development of regional superior commodities.

Based on the background and problem identification as described above, this study aims to formulate a working model for the development of local superior commodities in Sukabumi Regency.

Research Methodology

This research is conducted through survey method. According to Nazir (2005), survey method is a research method applied to obtain facts from existing symptoms and seek factual information from a community group or area. This research focuses to formulate a working model for the development of local superior commodities based on the influencing factors in the research area. The unit of analysis is farmers who cultivate superior potential commodities determined by *Renstra* (strategic plan) of Dinas Pertanian Kabupaten Sukabumi (2016) based on the criteria for supply aspect or viewed from the extent and number of farmers who cultivate them. The commodities are food crops (corn, peanuts and cassava), vegetables (chilies, tomatoes and long beans), fruits (papaya, banana, mangosteen, durian, mango, rambutan) and ornamental plants (chrysanthemums and tuberoses). All these commodities are scattered throughout the Sukabumi Regency area. In addition to farmers, other units of analysis being studied are business persons of small, medium and large businesses, related agencies or institutions, community leaders

and experts related to the development of superior potential commodities in Sukabumi Regency.

The data collected in this study are primary and secondary data. Primary data collection is taken from respondents who live in villages and subdistricts that are centers of commodity production with excellent potential through interviews. The sampling technique is carried out by cluster sampling. Based on the preliminary survey, there are 47 subdistricts in Sukabumi Regency and data are taken from 33 subdistricts which are the production centers for superior potential commodities, namely: Bantargadung, Bojonggenteng, Caringin, Nagrak, Cicantayan, Cicurug, Cidadap, Cidahu, Cikakak, Cikembar, Cikidang, Cimanggu, Cisolok, Gegerbitung, Jampang kulon, Jampang tengah, Kbandungan, Kadudampit, Kalapanunggal, Lengkong, Pabuaran, Parakansalak, Pelabuhanratu, Purabaya, Nyalindung, Sukabumi, Sukalarang, Sukaraja, Surade, Simpenan, Tegal Buleud, Waluran, and Warungkiara. Sampling in this study is carried out in two stages: first, determining the location of the subdistrict and village. Village selection is selected based on considerations of planting area (production centers). Second, determining a random sample of farmers in each selected village; while samples of traders and industries are determined intentionally, not random.

The method applied in the formulation of a working model for the development of regional local superior commodities in Sukabumi district includes (1) determine the type and nature of the model; (2) identify the influencing variables; (3) classify all variables; (4) define all variables operationally; and (5) make assumptions

In this study, designing a model is conducted after identification of factors that can affect the development of superior commodities. Identification process is carried out based on *Diamond Model* (Porter, 1998), and the obtained result for factors that influence the development of local superior commodities in Sukabumi Regency are factor conditions, demand conditions, institutional support as well as strategy and competition. The working model for developing local superior commodities is built from exogenous variables that significantly influence the development of local commodities based on the results of field analysis. The results of analysis then being discussed through FGDs; and based on the results of FGDs, a working

model design for developing local superior commodities can be built.

Results and Discussion

Superior Commodities Potential & Agricultural Conditions in Sukabumi Regency

There are many types and different variations of commodities being cultivated in Sukabumi Regency. It is a good thing that there are a lot of types and variances of commodities cultivated in Sukabumi Regency. However, it will be better if Sukabumi Regency has specific superior commodities being developed to be a leverage for farmers, in particular, and Sukabumi Regency in general. This is in line with opinion of K. A. N. P. Dewi & Santoso (2014) stating that an area can develop well if the superior sector in the region also develops. Farming being developed in Sukabumi Regency is based on plant groups divided into food crop, vegetables, fruits, ornamental plants, and medicinal plants. The 14 farming of potential superior commodities examined in this study are spread across 33 districts as can be seen in table 1.

In addition to showing the distribution of commodities in subdistricts which are production centers in Sukabumi Regency, table 1 also shows the amount of production of each of these commodities. Based on the production and distribution area mentioned above, the Agriculture Service of Sukabumi Regency in its strategic plan stipulates that those 14 agricultural commodities are the potential superior commodities in Sukabumi Regency. However, the determination of superior potential is only based on the amount of production (supply aspect) and area of planting alone, not yet on the comparative and competitive advantages to be properly called a superior commodity. Whereas, according to Syafa'at & Friyatno (2000) definition of a superior commodity must be seen from two sides: supply and demand. Hence, based on the potential of 14 commodities mentioned above, a survey was carried out on farmers and business persons to obtain data and information in designing a working model for developing local superior commodities in Sukabumi Regency.

The cropping patterns that have been carried out by farmers in Sukabumi Regency are vary depending on the agro-climatic, economic, social and cultural conditions of the farmers. Almost all farmers who cultivate the 14 superior potential commodities listed in

table 1 also carry out rice farming. Thus, many of them implement a monoculture cropping system in rotation with rice.

This monoculture system is chosen by most farmers because it provides maximum growth and productivity. As stated by Anwar (2012), in a monoculture cropping pattern, there is no competition between plants in getting nutrients and sunlight, so that the growth and yields are greater than other cropping patterns. The level of technology application is commonly used as an indicator in assessing the extent to which farmers carry out their farming as recommended. Indicators of the level of technology application in plant cultivation are based on the use of new superior varieties (VUB), quality seeds, soil processing, the proper amount of fertilizers (as needed), young seedlings and *Jajar Legowo* (certain distance between seeds), planting methods, irrigation, pest and disease control as well as good harvest and postharvest. The level of technology application to the 14 superior potential commodities in Sukabumi district is quite varied; it starts from the low level to the high one with a range of values between 19% - 85%. The low level of technology application is partly because most of the farmers are old (that make them lack motivation) and have low education. Meanwhile, the high-level one is a result of farmers' long experience in farming and they often attend training activities (field schools) or extension activities. This is in accordance with the results of the study by Apriani et al., (2018) stating that farmers who have a lot of experience are able to think ahead in developing their farming by looking for various suitable technologies that can resolve their problems.

The availability of farming facilities or adequate production facilities in quality and quantity is needed to increase farm productivity and farmers' income. Farming facilities in Sukabumi Regency are in good condition, but in terms of quantity, they haven't fulfilled farmers' needs yet. This can be seen from the ratio between the existing land area and the available facilities which are still lacking. Likewise, in terms of types, the existing facilities are still inadequate even though farming facilities have an important role in the success of farming. Without good facilities, the farming process will face problems both in terms of management effectiveness and cost-effectiveness. The challenge in providing this facility is not only a matter of quantity and quality of its

Table 1
Production and Center of Potential Superior Commodities in Sukabumi Regency

No	Commodity	Number of Production	Center of Production (subdistrict of)
1	Corn/Maize	98.825 tons of dry corn kernels	Cicurug, Sukalarang, Jampang Tengah, Purabaya, Lengkong, Cikembar, Cikidang
2	Peanuts	4.016 tons of dried seeds	Jampang kulon, Pabuaran, Surade, Cidadap, Jampang tengah
3	Cassava	98.552 tons of wet bulb	Cicurug, Cikembar, Waluran, Kalapanunggal, Cikidang
4	Chili	179.321 quintal	Sukalarang, Sukaraja, Sukabumi, Kadudampit, Caringin, Cidahu
5	Tomato	193.763 quintal	Sukalarang, Sukaraja, Sukabumi, Kadudampit, Caringin, Cidahu
6	Long beans	145.753 quintal	Sukalarang, Sukaraja, Sukabumi, Kadudampit, Caringin, Cidahu
7	Papaya	221.070 quintal	Kalapanunggal, Lengkong, Nagrak, Cicurug, Cidahu, Parakansalak, Cikidang
8	Banana	1.097.564 quintal	Bantargadung, Simpenan, Bojonggenteng, Cikidang, Cikakak, Gegerbitung.
9	Mangosteen	23.392 quintal	Cikembar, Cicatayan
10	Durian	73 888 quintal	Cisolok, Cikakak, Cimanggu
11	Mango	99.003 quintal	Cimanggu, Pelabuhan ratu
12	Rambutan	27.945 quintal	Tegal Buleud, Purabaya, Nyalindung, Cikakak, Kabandungan, Bojonggenteng, Cidahu, Cikembar, Warungkiara
13	chrysanthemums	23 557 200 stalks	Sukaraja, Sukabumi, Cidahu, Cicurug
14	Tuberose	3 220 860 stalks	Sukaraja, Sukabumi, Cidahu, Sukalarang

Source: Strategic planning of Agriculture Office of Sukabumi Regency and Central Bureau of Statistics in 2019 (processed)

availability but also its equitable distribution. The ease of access to facilities will help farmers run their farms well. This was agreed by Nugroho et al., (2018) who analyzed the behavior of farmers and access to *Saprotan* (agricultural production facilities) which affect the implementation of rice integrated crop management (PTT). His result of the study concluded that access to *Saprotan* had a positive relationship with PTT, meaning that the easier the farmers access the *Saprotans*, the implementation of PTT will increase and significantly affect the farming.

Based on the results of the problem census in Sukabumi Regency, it is known that in general, farmers do not control agricultural products yet. It means that they have very low bargaining position so that marketing is controlled by non-formal institutions such as middlemen. In fact, Sukabumi Regency is located relatively close to the marketing center and acts as a buffer for the national capital, including in providing agricultural production, so that it has quite promising marketing prospects. To improve farmers'

bargaining position, farmers need to join farmer institutions such as farmer groups. It is in accordance with (Wahyuni, (2017), who said that one of the efforts to improve farmers' bargaining position is by strengthening farmer institutions.

Based on data from Badan Pusat Statistik, (2019) or Central Statistics Agency, the number of farmer groups in Sukabumi Regency is 3,047 spread across 47 subdistricts. Of the 3,047 farmer groups, only 0.75% are included in the main farmer groups, the remaining 9.81% are middle-class groups, 53.66% are the advanced class groups and 35.77% are the beginner class groups. These data indicate that the capability of farmer groups in Sukabumi Regency is still low and needs improvement. This is why farmer groups have an important role as learning classes, production units and a tool for collaboration (Permentan, 2016). In addition, the results of the study by Nugroho et al., (2018) have proven that through their significant roles as a place to learn, a vehicle for cooperation, and a production unit, farmer

groups influence farmers' behavior so that they deserve more attention.

Agricultural commodities in Sukabumi Regency are mostly marketed to local communities, other towns/areas, and modern shops. Marketing being carried out is not organized yet and is dominated by middlemen as intermediary traders so that farmers receive low prices for their products. However, there is also marketing with a subscription or partnership system conducted by farmers or farmer groups for several commodities. This partnership system has had a positive impact on farmers and motivates them to do better. This is in accordance with the results of the study by Wulandari & Nadapdap (2020), which concluded that the certainty of prices through partnerships makes farmers feel safer so that they are more motivated to produce quality products.

In developing local superior commodities, it is important to pay attention to related industries since industrial development and agricultural development are interdependent. Industry needs raw materials from agriculture and agriculture requires industry to market its products. This is in accordance with Porter's Diamond theory from Porter (1998) which states that one of the factors that determine competitiveness is related industry.

Agricultural development from upstream to downstream will be easier if the related industry is available and effortlessly accessible. Knowing the great potential of agriculture in development, the agricultural product industry is supposed to be something dominant in Sukabumi Regency. However, based on data in the field, the available agricultural product processing industry is still limited. Since it is located close to big industrial cities such as Jakarta, Bandung and Bogor, the agricultural products from Sukabumi Regency are mostly absorbed into industries outside Sukabumi.

Working Model Design for the Development of Local Superior Commodities

The model design formulated in this study is based on research and theory to obtain a model design that can not only be proven through research results but should also have strong theoretical justification. According to Marini, (2012), the strength of causal relationship between the proposed variables lies in the theoretical justification to support the analysis, not in the chosen

analysis method. This study develops a model based on Porter's Diamond model theory by (Porter, 1998). This theory was chosen on a consideration that farming in this global era should be positioned as a business that needs to be managed like a company, which of course have to adapt to the field conditions.

Based on that, a working model proposal for the development of local superior commodities in Sukabumi Regency was formulated as a result of elaboration process from findings in the field that strengthened by theory. Basically, commodities being developed are not only those cultivated based on the suitability of growing zone requirements (*agro-ecological zone*) or because those commodities are mostly cultivated by farmers. Apart from being a basis/characteristic of an area, superior commodities should also become the mainstay, the most profitable ones with promising market prospects so that they can boost farmers' income. The working model design for developing local superior commodities is compiled based on three things: (1) local superior commodities can improve and develop well if we pay attention to the contribution/resources that are essentials in supporting the success of farming and improve the work process and performance; (2) factors that influence the development of local superior commodities in a region are different from another so that the performance model formed will also differ according to the unique characteristic and potential of each region; (3) the successful development of local superior commodities can be measured from the profit (profitability), market, productivity and the existence of agricultural learning for farmers.

The working model design made based on the results of this study can be described as in figure 1.

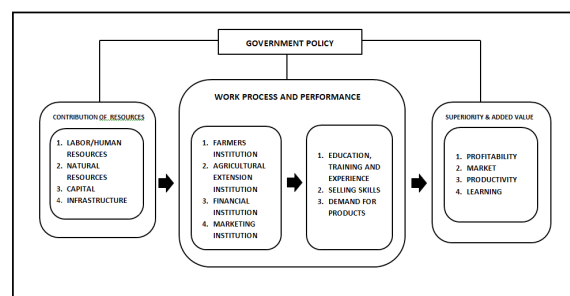


Figure 1. Working Model Design for Local Superior Commodities in Sukabumi Regency

Figure 1 shows that the design of working model for developing local superior commodities in Sukabumi Regency involves

several components: (1) contribution of resources (labor, natural resources, capital, infrastructure); (2) components involved in working processes and performance (farmer institutions, agricultural extension agencies, financial institutions, marketing institutions, education/training/experience, sales ability, demand for products); (3) components of excellence and value-added (profitability, market, productivity, learning).

Local superior commodities will develop well if they get profitability, markets, productivity, and learning. Profitability reflects the benefits gained. Profitability is the profit earned from farming as an advantage and added value which expected to obtain from various work processes and performance through the contribution and support from various resources. Market is one of the crucial factors that determine farming business. Market reflects the demand and absorption of products. How a product can be absorbed by a market is an indicator of success in farming business. The presence of superior commodities in an area or region will facilitate agricultural development efforts. Superior commodities will be easier to develop if they suit the market needs. Thus, market certainty, including how to choose the best marketing, needs to be considered properly since it will affect the profits. This is in line with the research results by Xaba (2013) which indicates that marketing channel is one of the determinants of production profitability. Therefore, the selection of marketing channels should take into account the profitability that will be obtained. The existence of local superior commodities in an area or region will facilitate the implementation of various agricultural development and general development efforts. The development of local superior commodities is not difficult if you look at it based on market needs.

Productivity is a measure of how resources should be managed and utilized to achieve optimal results (Elmira Febri Darmayanti, 2016). Productivity can be used as a measure of business success. High productivity will be achieved through good business performance supported by the availability of resources. In accordance, productivity is one of the components of excellence and added value that must be obtained to develop superior commodities. To increase productivity, the products must have a comparative and competitive advantage. In addition, based on the study of Dewi et al., (2017), productivity is also influenced by

the characteristics of human resources and business climate. In this regard, productivity becomes one of the components of excellence and added value that must be obtained to develop superior commodities. To increase productivity, the products must have a comparative and competitive advantage. Therefore, the strategy to develop local superior commodities in the regions must be directed towards achieving comparative and competitive advantages so that they have competitiveness. However, gaining these two advantages is not easy and has to go through stages and processes. Based on this, it is necessary to conduct community empowerment that involves all existing economic forces. Empowerment can be carried out by developing superior commodities depend on fair market mechanisms based on natural resources and human resources that are productive, competitive, environmentally sound and sustainable. The results of research by Kahreh et al., (2011) prove that empowerment of the workforce positively influences a sustainable competitive advantage. Moreover, one of the conclusions of the study results from Urbancová, (2013) states that increasing excellence can be carried out through the development of an innovative culture in society. This culture can be explored and applied in empowerment activities with the provision of knowledge because knowledge is very crucial in the process of innovation.

Learning here means any systematic and deliberate effort to create educational interaction activities between students (learning citizens) and educators (learning resources) who carry out learning activities. Learning activities are an advantage and added value that need to be conducted since it is not easy to invite and motivate farmers to learn, especially in agricultural extension activities. If farmers can join this learning activity, it can be of added value in the development of superior commodities because learning will result in changes in knowledge, attitudes and skills of farmers.

To achieve excellence and value-added (profitability, market, productivity, and learning), contributions from various resources (labor/HR, natural resources, capital and infrastructure) are needed in order to carry out work processes and performance (farmer institutions, extension agencies, institutions finance, marketing institutions, education, training and experience, sales ability and demand for products) optimally.

Table 2
Components of Resources, Work Process and Performance

No	Component	Description
1	HR/Labors/Farmers	The work process carried out by farmers is land preparation, planting, plant maintenance, harvesting, and post-harvest handling. Agricultural human resources must be good in terms of quantity in order to increase innovation and motivate the farmers. Farmers must have sufficient knowledge and skills to develop competitive agriculture.
2	Natural resources	Natural resources here are resources that can be used for agricultural business purposes, namely the development of superior commodities provided by the earth. Natural resources can be found anywhere: in the soil, water, ground surface, air, etc. which are available locally in the area of superior commodity development.
3	Capital	Capital is one of the crucial things needed in every business, including farming. Capital is not always in the form of funds, but also in other forms which are needed in farming activities
4	Infrastructure	Infrastructure plays an important role in driving economic growth and development. Infrastructures in the form of irrigation, roads, farming facilities, and other facilities are needed to support the success of farming.
5	Farmers Institution/ Farmer groups	To increase their farm business, farmers need to have the strength to increase their bargaining position which can be obtained by grouping or joining in farmer institutions, be it farmer groups, farmer associations or other institutions. These farmer institutions and groups can be used as a place for learning, producing, cooperating and other means of support. Farmers' institutions have an important role in helping farmers achieve their success.
6	Agricultural Extension Institution	As a center for non-formal education and learning services for farmers and their groups, extension agents must be able to increase their capacity and capability in delivering information, promotions, and technology. The extension institution should be able to position itself as the center of human resource development for agriculture and community-based extension according to the needs of farmers and the professionalism of agricultural extension. In addition, extension agents should also become facilitators in developing partnerships between farmers and their groups with the world of business and industry.
3	Financial Institution	Financial institutions have an important role in facilitating the exchange of products (goods and services) using money and credit instruments, as well as collecting funds from the public in the form of savings and channeling them to the community in the form of loans. Financial institutions are obliged to disseminate useful and beneficial information and activities for farmers and their groups.
7	Marketing Institution	In carrying out their duties, marketing agencies should be able to manage, harmonize, escort, and improve the market for products produced for industrial, local, national and international markets.
8	Education, Exercise and Experience	These are activities to improve and develop farmers' abilities and skills as they desired. Farmers must be able to show good work processes and performance through efforts to improve self-quality so that their farm businesses can be competitive.
9	Sales Capability	The next work process and performance is increasing the sales ability to achieve sales targets and improving the targeted product quality to have excellence and added value.
10	Demand for Products	It is a demand for cultivated commodity. The demand will increase if the product has good popularity. Work and performance processes in order to achieve this popularity are an important part of the development of local superior commodities.

The detailed explanation for each component in the resource and work process and performance is as in Table 2.

The implementation of working model design for developing local superior commodities in Sukabumi Regency cannot

be carried out without the government's commitment and support. Government policy will determine the strategic steps that should be made by farmers. Taxes that should be paid, subsidies received, and the prevailing price to some extent, directly and indirectly, affect the development of superior commodities. So far, the assistance has been received by farmers based on the applicable policy is seeds and liquid fertilizer. In terms of price, the government does not intervene, and taxes are applied according to applicable regulations. The importance of government policy is in accordance with the opinion of Porter, (1998) stating that there is a role for government and chance in creating competitiveness. This role is in the form of authority to provide facilities. Findings in the field show that the role of government in farming is important. The government can recommend and encourage farming/agribusiness to achieve a certain level of competitiveness and ensure its sustainability. This is in accordance with the results of the study by Cipta et al., (2017) explaining the need to encourage the sustainability of superior commodities development. According to them, the sustainability of superior commodities needs to pay attention to the concept of regional development, namely efforts to spur socio-economic development, reduce disparities between regions, and preserve ecological/environmental sustainability. Similar to the opinion of Porter (1998), the sustainability of superior commodities can be done by the government through incentive policies in the form of subsidies, taxes, education and training (extension), focusing on creating and strengthening factor conditions (labor, natural resources, capital and infrastructure), as well as enforcing and implementing farming SOPs for various commodities with superior potential. This is in line with the opinion of Saptana (2010) which stated that by the support or government policies, a commodity can have an advantage (competitiveness) at the consumer level.

This working model design for the development of local superior commodities in Sukabumi Regency, if implemented, is expected to be able to encourage regional development in accordance with the carrying capacity of the region in solving regional problems and can increase regional capacity as the main manager of agricultural development.

The regional government of Sukabumi Regency should be able to establish a

focused agricultural development policy through developing superior commodities and increasing its role according to its authority. To support the development of local superior commodities in Sukabumi Regency, it is necessary to improve the skills and quality of agricultural manpower/human resources, optimize the use of local resources, increase access to farming capital, improve infrastructure, and strengthen the institutions.

Conclusions

The working model design for the development of local superior commodities in Sukabumi District involves the contribution of resources (labor/human resources, natural resources, capital and infrastructure), work processes and performance (farmer institutions, extension agencies, financial institutions, marketing institutions, education, training and experience, sales ability, and demand for products) which are supported by government policies so as to produce advantages and added value (profitability, market, productivity, and learning) that can maximize the increase in added value for farmers and society.

Every region has a variety of conditions and natural resources according to its potential. Therefore, not all agricultural development models can be applied in the same area. The working model for developing local superior commodities is designed based on the conditions and potential of Sukabumi Regency so that it is not necessarily applicable in other regions.

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