

Strategy for strengthening social capital for the geographical indication protection community of Arabica coffee: A case study in the South Tapanuli Regency, Indonesia

Strategi penguatan modal sosial dalam masyarakat perlindungan indikasi geografis kopi Arabika: Studi kasus di Kabupaten Tapanuli Selatan, Indonesia

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ABSTRACT

Arabica coffee is a strategic commodity in Indonesia, especially in the South Tapanuli Regency, where the population of Arabica coffee farmers is concentrated in this area; their coffee product is known for its unique tastes. This opportunity improves agricultural jobs for young millennials interested in coffee. This research aimed to determine the role of farmers' institutional social capital in supporting Arabica coffee agribusiness and define the strategy used to strengthen social capital in the community to protect the geographical indications protection community (GIPC) of Arabica coffee in South Tapanuli Regency. The methodologies for this research were both descriptive and qualitative approaches. The research used 15 informants from GIPC. The data analysis techniques included data reduction, presentation, conclusion, and verification. Three components were found after analyzing the social capital of GIPC Arabica coffee Sipirok's institution in supporting the growth of Arabica coffee agribusiness in South Tapanuli Regency; they were norms, trust, and social networking. Therefore, the coffee agribusiness development strategy in South Tapanuli Regency was to strengthen internal GIPC and increase administrators' and members' capacity to consensus or mutual agreement related to GIPC institutional governance.

ABSTRAK

Kopi Arabika merupakan komoditas strategis di Indonesia khususnya Kabupaten Tapanuli Selatan, dimana penduduk petani kopi Arabika terkonsentrasi di daerah ini; produk kopi mereka dikenal dengan cita rasa yang unik. Peluang ini berkontribusi pada peningkatan lapangan kerja pertanian bagi generasi muda yang tertarik pada produk kopi. Penelitian ini bertujuan untuk mengetahui peran modal sosial kelembagaan petani dalam mendukung agribisnis kopi Arabika dan menentukan strategi yang digunakan untuk penguatan modal sosial dalam masyarakat perlindungan indikasi geografis (MPIG) kopi Arabika di Kabupaten Tapanuli Selatan. Metodologi yang digunakan dalam penelitian ini adalah pendekatan deskriptif dan kualitatif. Dalam penelitian ini, digunakan 15 informan dari MPIG. Teknik analisis data meliputi reduksi data, penyajian, penarikan kesimpulan, dan verifikasi. Tiga komponen yang ditemukan setelah menganalisis modal sosial kelembagaan kopi Arabika pada MPIG Sipirok dalam mendukung pertumbuhan agribisnis kopi Arabika di Kabupaten Tapanuli Selatan adalah norma, kepercayaan, dan jejaring sosial. Hasilnya adalah strategi pengembangan agribisnis kopi di Kabupaten Tapanuli Selatan adalah dengan memperkuat internal MPIG serta meningkatkan kapasitas pengurus dan anggota melalui musyawarah atau kesepakatan bersama terkait tata kelola kelembagaan MPIG.

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INTRODUCTION

Coffee is one of Indonesia's strategic commodities, classified based on geographical indication coffee. Each coffee-producing region has its distinctive coffee taste due to its diverse natural conditions, such as the soil and air. For example, North Sumatra Province is one of the coffee producers with its Arabica coffee, and it has become a great demand in both domestic and international markets. It is because the geographical state of North Sumatra consists of a highland, an ideal condition for the cultivation of Arabica coffee. South Tapanuli Regency's specialty is Arabica coffee which already has a Geographical Indication certificate managed through the Geographical Indication Protection Community (GIPC) institution for Sipirok Arabica coffee. Currently, South Tapanuli Arabica coffee is highly demanded by domestic and international markets. However, coffee producers need to improve their Arabica coffee's quality, quantity, and continuity to support the market demand through Good Agricultural Practices (GAP). Consequently, the institutional role of GIPC should encourage coffee producers to develop better Arabica coffee agribusiness.

Since establishing the GIPC institution, farmers have learned how to improve their skills in crop cultivation, correct postharvest processes, and sell Arabica coffee products. Thus, GIPC Arabica coffee also has a role in increasing the economic income of coffee farmers. Socio-cultural values and local knowledge become significant assets that improve farmers' lives to achieve prosperity. An internal encouragement of the community characterizes this condition to change economic conditions. These changes start from improvement in cultivating the land, irrigation strategies, plant cultivation, postharvest, and marketing. The importance of strengthening community social capital and mutual consensus result is to achieve community economic independence (Soetomo, 2012). In addition, they intend to improve the community's economy, environmental conservation, and sustainable agriculture, its necessary to know the link between natural resources, human resources, and other available supports, namely the social capital of coffee farmers (Edy, 2007). Since 1980, social capital can be discussed in social science (John, 2010).

Community social capital may encourage social change or otherwise. Several studies have shown that the share capital of several countries, including Indonesia, has started to weaken, whereas social capital is as significant as other capital, such as natural capital, economic capital, and financial capital. Social capital is often ignored even though social capital consists of elements such as trust, networking, local institutions, and local wisdom (local norms and habits); therefore, community empowerment and development programs are very much needed by a community (Rokhani, 2012). The previous research by Meilani et al. (2019) identified that a genuine altruistic individual in the community would also improve the behavior of members of the community. Family relations and fund support were irrelevant in promoting social change. It was collective action that determined the realization of social change. Anggaraini and Agus (2018) found that strengthening social networks among organizations could form an association to share information and technology. It could also support the local economy by forming cooperation as the coastal community improves local potency. At the same time, this research was focused on social capital in the GIPC institution of Arabica coffee farmers in Tapanuli Selatan Regency. With the rapidly growing public interest in developing Arabica coffee agribusiness in South Tapanuli Regency and because Arabica coffee is one of Indonesia's strategic export products, potential social capital for coffee farmers must be taken into account. It is vital to support the development of the Arabica coffee agribusiness at the national and international levels. Based on the above background and issues, the data in this study have formulated research questions, among other things: how was the role of social capital in the development of the coffee agribusiness in the South Tapanuli Regency and how was the strategy for strengthening the social capital of Arabica coffee farmers who were members of the Geographical Indication Protection Community (GIPC) institution in South Tapanuli Regency.

METHODS AND MATERIALS

The research was a descriptive research method with a qualitative approach. Generally, a descriptive research method can be used to research communities' life, histories, behavior, the concept of phenomena, social problems, and others

(Cresswell, 2015). This research was conducted with a case study on the community for the Geographical Protection Indications (GPIC) Arabica coffee of Sipirok concentration on farmer's social capital in supporting the coffee agribusiness development strategy in the South Tapanuli. The method aimed to reveal in-depth data through interviews, observations, and focused group discussion (FGD).

Determination of the research location was carried out purposely. South Tapanuli Regency was chosen because it was one of the strategic locations for developing coffee agribusiness, with 21,663.81 hectares of coffee plants. In addition, they already have geographical indications through the GPIC. This study used a purposive assessment technique based on specific considerations adapted to the study's purpose. Key informants in this study were the government, private sector, GPIC management, and members spread over 6 (six) sub-districts in South Tapanuli Regency, totaling 15 people. Moleong (2018) argued that determining the validity of the data required data checking techniques. In this study, data analysis was carried out using techniques proposed by Miles and Huberman (1992): (a) data reduction, i.e., making abstraction of all data obtained from all field notes from interview observations and document reviews. Data obtained through observation, interviews, and document review; (b) data presentation, which was a collection of structured information that gives the possibility of drawing conclusions obtained from observations, interviews, and FGD; (c) conclusion and verification, the data that had been arranged, was then concluded so that the meaning of the data could be found. The activities of reducing data and inferring the research results provided convenience for the reader.

The examination technique was based on specific criteria. There were 4 (four) criteria used to check the validity of qualitative data, i.e.:

- a. **Credibility.** Maintaining the trustworthiness of researchers by extending the observation period, such as participation in the research process. Observations were made to find the characteristics and elements relevant to the sought issue and then focus on the problem in detail. Triangulation (methods, data sources, and data collection tools) by comparing data from different sources to anticipate missing data in triangulating the data found in the study. Peer checks were performed through discussion. In this discussion, other aspects could also be revealed that dismantle or open up the researcher's thinking.
- b. **Transferability.** Carrying out detailed descriptions of data to theory, from case to case, every reader of this research report got a clear picture and could apply it to other similar contexts. In this case, researchers must present research data clearly and accurately. So it aimed to provide input for anyone who read and would be interested in applying it to other places and contexts.
- c. **Dependability.** Trying to keep the research process consistent by reviewing all research activities on the data obtained by taking into account the consistency and reliability of the data. For example, if two or more repetitions were carried out under the same conditions and the results were essentially the same, the reliability was achieved. Researchers in this context could hold several data collection activities such as observations interviews and then carry out FGD activities with GPIC members to discuss and increase the social capital of Arabica coffee farmers to develop Arabica coffee agribusiness in the district.

RESULT AND DISCUSSIONS

South Tapanuli Regency is geographically positioned between 0°58'35" - 2°07'33" North and 98°42'50" - 99°34'16" East. It is Tapanuli Tengah regency and Tapanuli Utara regency to the north, Padang Lawas Regency, Padang Lawas Utara Regency and Pelabuhan Batu Regency to the east, Mandailing Natal Regency to the South and Mandailing Natal Regency and Indian Ocean to the west. The total area of Tapanuli Selatan Regency is 4,335.35 square kilometers, and the height above the mean sea level is about 0 – 1,985 meters. South Tapanuli Regency is divided into 14 districts, each with 212 villages and 26 sub-districts. Arabica coffee and Robusta coffee, the varieties of coffee developed in the South Tapanuli Regency, are adapted to the growing conditions for its development. According to the meteorological and geographical characteristics, a suggestion was received to produce Arabica coffee in 5 (five) districts following the requirements for producing Arabica coffee is about 800 – 1,200 meters above sea level (masl). South Tapanuli Regency has lowland and

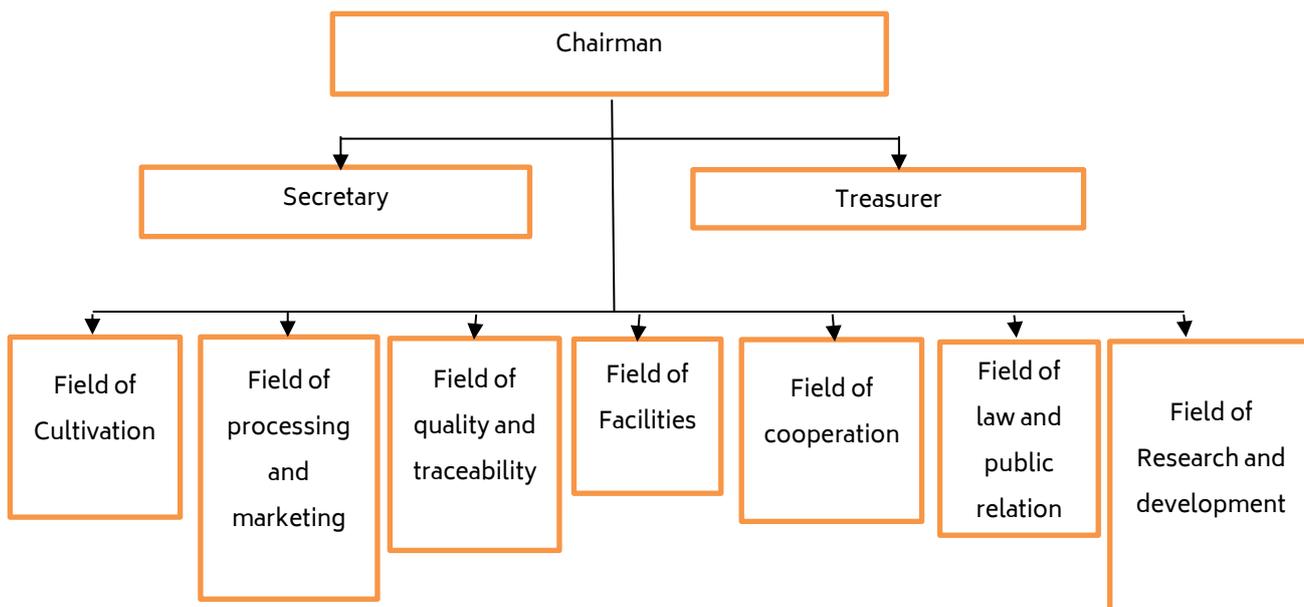


Figure 2. The management structure of GPIC Arabica coffee in the South Tapanuli Regency

Table 1. Details of member GPIC Arabica coffee in the South Tapanuli Regency

No.	Category of members	Total	Description
1.	Arabica coffee seed breeder	6 unit	Had certificates as seed breeders, all located in Sipirok District.
2.	Farmers' group	56 of group	The total land area was approximately 705.5 Ha, with an annual production of approximately 1,058.5 tons of coffee grain/ha.
3.	Postharvest actor	7 People	Six people live in the Sipirok District, and one person lives in the Marancar District.
4.	Coffee traders	15 People	There were 13 people in Sipirok District, one person in Marancar District, and one in Arse District.

Table 2. The role of social capital for GPIC Arabica coffee farmer

No.	Social Capital Entity	Component	Role in supporting Arabica coffee agribusiness
1	Norms	Altruism,	a. Sharing of information, expertise, and experience in cultivation, postharvest processing, and marketing b. Initiation of joint marketing of coffee products c. In the organizational or institutional management of GPIC, management and members prioritize mutual interests.
		Norm and social sanction	a. the <i>marsialapar</i> ¹ (mutual collaboration) tradition in managing land preparation and steps of Arabica coffee cultivation

¹ The local term for mutual assistance activities in Mandailing people

			<ul style="list-style-type: none"> b. Each member contributed their knowledge and experience in the cultivation and processing of Arabica coffee. c. Each member assisted one another in identifying and pursuing marketing opportunities.
		Social rules	<ul style="list-style-type: none"> a. Easy to work between members b. GPIC members were responsible for maintaining the quality of coffee goods produced and using and preserving the excellent reputation of Sipirok Arabica coffee. c. Participating in the monitoring of the marketing of Sipirok Arabica coffee products
2	Trust	Trust	<ul style="list-style-type: none"> a. Management's honesty in delivering facts to members in order for members to participate in supporting GPIC operations. b. The trust that GPIC management and members had fostered improves engagement in collaborative efforts such as training, postharvest processing, product exhibitions, and marketing. c. Management and members complied with the mutual agreement
		Egalitarian Attitude	<ul style="list-style-type: none"> a. Management conveyed Arabica coffee product demand and marketing. b. Management provided training opportunities to all members c. Management accommodated the aspirations of all members
		Tolerance	Respect for diversity might improve emotional relationships among members by appreciating alternative opinions, differing points of view, ethnic diversity, and religious differences.
		Generosity	<ul style="list-style-type: none"> a. Providing energy, time, and economic assistance in forming the GPIC, forming management, and obtaining Geographical Indications certificates. b. They voluntarily granted their place as GPIC secretariat c. putting the effort, time, and thought into establishing new marketing and knowledge streams d. encouraging each other to maintain quality and the availability of products for marketing
3	Social Networks	Colaboration/ Social interaction	<ul style="list-style-type: none"> a. Technical training activities in Arabica coffee cultivation collaboration b. Able to assist one another with production, processing, and marketing needs c. The exchange of knowledge on Arabica coffee cultivation, the demand for coffee seeds, fertilizers, and the usage of shade plants that yield
		Reciprocity	The sharing of price information, marketing, and other collaboration opportunities
		Society participation	<ul style="list-style-type: none"> a. Members participated in the process of meeting activities. b. Commitment to contribute time, energy, thoughts, and materials to the establishment of GPIC and possession of a Geographical Indication certificate for Sipirok Arabica coffee.
		Solidarity	<ul style="list-style-type: none"> a. Joint deliberation in decision making b. Volunteer to provide food and drinks at meetings c. Consciousness members attending GPIC Arabica coffee Sipirok

According to Table 2, social capital, which consists of norms, trust, and social networks, could offer favorable interactions among coffee farmers, thereby boosting the development of Arabica coffee agribusiness. The norms produced by values of togetherness (altruism), social norms and social punishments, and other social sanctions, encourage coffee farmers' participation in improving their agricultural skills. Personal relationships could be strengthened as trust was created, and marketing knowledge for Arabica coffee products could be expanded. The GPIC Sipirok Arabica Coffee institution's social network was critical to the general development of Arabica coffee farming. The importance of social capital includes boosting engagement among GPIC members, members' skills and confidence, and collaboration in cultivation, postharvest, and product marketing on a large scale.

Value of spirit of learning and working hard, which aims to increase productivity, the value of friendliness, cleanliness as a form of action that aims to bind relationships with consumers and customers, and creativity as a value used to overcome competition in business (Manullang, 2020). Participation in groups had a significant effect on the productivity of coffee farmers in Amadanom Village, Dampit District, Malang Regency (Lestari, 2018). Social Capital could play a positive role in the political dimension because it encourages participation, accessibility, and community freedom which is also a principle in the sustainable, inclusive development paradigm (Rusy and Fathy, 2019). According to Nort in Yustika (2013), institutions were defined as norms that constrain aberrant human behavior to establish political, economic, and social structures. Informal rules (social punishments, conventions, traditions, and indigenous peoples' norms) and formal rules define the bounds of these rules (constitution, law, and property rights). In this study, the GPIC Arabica Coffee Sipirok institution had a mutual agreement regarding production, postharvest processing, and marketing. Members who do not follow the agreement will face social consequences in farming and social life.

Furthermore, according to Coleman (1989), the form of social capital consists of (1) the structure of obligations (obligations), expectations (expectations), and trust (trustworthiness), and (2) information networks that play an essential role in creating the flow of information in the social order. Moreover, (3) effective rules and consequences in society two factors influence social capital: the trustworthiness of the social environment and the actual expansion of responsibilities that have been fulfilled (the obligations held). Individuals who live in a social structure with high trust have more social capital than those in the opposite condition. If a set of rules is agreed upon but not followed by the community, a state of anomie will arise in which each individual tends to act according to his or her own will without feeling any social ties with others. Furthermore, vice versa, if each individual follows the rules or a common consensus, the social relationships that are developed between individuals become more vigorous.

The strength, weakness, opportunity, and threat (SWOT) analysis was used to develop a strategy for building the social capital of the GPIC for Arabica coffee producers in the South Tapanuli Regency. The SWOT analysis was carried out through a Focus Group Discussion (FGD) activity attended by representatives from the Regional Government of South Tapanuli Regency, management, and members of the Sipirok Arabica Coffee GPIC. The SWOT analysis was carried out in stages, i.e., identifying the conditions of internal factors by examining the strengths and weaknesses of coffee farmers' social capital through the GPIC Arabica Coffee Sipirok institution; identifying the conditions of external factors by examining the opportunities aspects (opportunities) and challenges (threats) of the Sipirok Arabica Coffee GPIC institution. Furthermore, the GPIC Arabica Coffee Sipirok institution's internal and external factors were explored, such as the aspects of strength (strength) with opportunities (opportunity) being a SO strategy, weaknesses (weaknesses) with opportunities (opportunity) being a WO strategy, strengths with challenges becoming ST strategies, and weaknesses with challenges becoming WT strategies. Based on the FGD findings, the following inputs were received on the results and analyses presented in Table 3 to Table 6.

Table 3. SWOT analysis of Arabica coffee farmer in South Tapanuli Regency based on components of norms

Indicator	Norms	Description
Strength	Altruism	Sharing of information, expertise, and experience in cultivation, postharvest processing, and marketing
	norm and social sanction	Each member contributed expertise and experience in the cultivation and processing of Arabica coffee.
	social rules	GPIC active members were often faster and easier to work with
Weakness	Altruism	The importance of altruism in GPIC management or institutional management
	norm and social sanction	Not all members assisted one another in identifying marketing possibilities
	social rules	Not all coffee farmers were responsible for promoting Sipirok Arabica coffee and preserving its excellent brand
Opportunity	Altruism	Through a network of regional, national, and worldwide coffee business groups, the Sipirok Arabica coffee observers spearhead efforts to promote coffee products.
	norm and social sanction	The <i>marsialapari</i> tradition of mutual collaboration in land preparation and phases of Arabica coffee cultivation might be developed into an experience-based business (experiential marketing) that could boost coffee potential value and income)
	social rules	Sipirok Arabica coffee observers also monitored the regional, national, and worldwide marketing of Sipirok Arabica coffee products
Threat	Altruism	Less desire and willingness of coffee farmers/coffee business actors to share expertise, experience, and information as a result of developments in information digitization
	norm and social sanction	Because they were being replaced by labor from outside the region, social norms and punishments for each member in sharing knowledge and expertise of Arabica coffee production and processing are diminishing
	social rules	Outsider coffee traders/entrepreneurs who bought and promoted Arabica coffee goods from Sipirok Arabica coffee farmers without mentioning the name of the Sipirok Arabica coffee product

Table 4. SWOT viewed from the Arabica Coffee farmer in South Tapanuli Regency based on components of trust

Indicator Trusts	Description	
Strength	Trust	The honesty of the management in conveying information to members
	Egalitarian attitude	All members received equal training chances from management.
	Tolerance	Respected differing points of view, ethnic disparities, and religious differences

	Generosity	Voluntarily gave their places as GPIC secretariat
Weakness	Trust	The low value of altruism by management GPIC
	Egalitarian attitude	The management had not been able to accommodate the aspirations of all members in the meeting
	Tolerance	There were still often differences of opinion between GPIC management, which hampers the productivity of GPIC's role
	Generosity	There were still few members and administrators who took the time, energy, and thought to open up new marketing avenues and knowledge
Opportunity	Trust	Cooperation with outside parties could be carried out with mutual trust between fellow administrators, fellow members, and between the management and GPIC members
	Egalitarian attitude	Cooperation with external parties could be carried out on an ongoing basis with the responsibility of the management conveying information about the demand and marketing of Arabica coffee products to its members
	Tolerance	Cooperation with outside parties could be established by respecting ethnic and religious differences
	Generosity	Professional cooperation, especially trust and consumer satisfaction, by motivating coffee farmers to maintain quality, maintained the availability of goods for marketing
Threat	Trust	There was a demand for Arabica coffee products from traders illegally
	Egalitarian attitude	Individual collaboration with external parties
	Tolerance	-
	Generosity	The price of organic coffee products in the market was too low

Tabel 5. SWOT Viewed from the Arabica Coffee farmer in South Tapanuli Regency based on social network

Indicator	Social Networks	Description
Strength	Collaboration and Social interaction	The management could collaborate in carrying out technical training activities (cultivation) for Arabica coffee farming to GPIC members regularly.
	Reciprocity	Coffee farmers, entrepreneurs of coffee-processed products, and traders were also connected to get pricing information, marketing possibilities, and other forms of collaboration.
	Society participation	farmers, seed breeders, traders, coffee entrepreneurs were invited to be involved in participating in the activities
	Solidarity	In decision-making, there was mutual deliberation.
Weakness	Collaboration and Social interaction	Not all members were able to assist one another in cultivating, processing, and marketing Arabica coffee.
	Reciprocity	Not all coffee farmers, entrepreneurs of coffee processing products, and

		traders communicated to get pricing information, marketing possibilities, and other forms of collaboration.
	Society participation	Not all GPIC members, whether farmers, seed breeders, traders, or coffee entrepreneurs, could participate in the meeting events.
	Solidarity	Not all GPIC members were present during the decision-making process.
Opportunity	Collaboration and Social interaction	Cooperation in regularly carrying out technical training activities for Arabica coffee farming for external parties could increase income for the community (Barista/Coffee Lover Boot Camp).
	Reciprocity	The exchange of information regarding Arabica coffee growing, the demand for coffee seeds, fertilizers, and the usage of shade plants that generate them could be utilized to promote commerce to external parties.
	Society participation	Farmers, seed growers, entrepreneurs, and coffee entrepreneurs are welcome to participate and could assist external parties in working together to increase coffee productivity and marketing widely and collectively.
	Solidarity	Farmers' ability to cultivate, process, and market products could be increased by members' willingness to attend meetings or training to represent GPIC Sipirok Arabica Coffee.
Threat	Collaboration and Social interaction	Because of the availability of information and internet marketing, coffee producers did not assist one another with cultivating, processing, and selling Arabica coffee.
	Reciprocity	Coffee farmers, entrepreneurs of processed coffee products, and traders who were members of GPIC Sipirok Arabica Coffee interacted less to gain pricing information, marketing, and other collaboration possibilities because access to information and marketing was available online.
	Society participation	The members of GPIC were active in society participation
	Solidarity	The members of GPIC were solid

Several strategies may be developed based on the SWOT analysis matrix for developing the social capital of farmers in South Tapanuli Regency, including the following:

1. Optimizing GPIC management performance in order to enhance coffee product marketing through collaboration with external parties such as a network of coffee company organizations and to transparently share price, marketing, and collaboration information with all GPIC members;
2. Preserving the *marsialapari* tradition or mutual cooperation as a forum for exchanging knowledge and experience in supporting agribusiness growth based on experiential marketing may boost the potential of the coffee business and local revenue.
3. Improving communication and active involvement between GPIC management and members in training activities, as well as monitoring coffee product promotion;
4. Improving the GPIC secretariat's function as a hub for information, shared learning, and marketing, as well as management performance and member engagement to improve professional collaboration;

Table 6. SWOT analysis matrix strategy for strengthening institutional social capital GPIC Arabica Coffee in South Tapanuli Regency (Wheelen & Hunger, 2008 in Amir, 2011)

Internal Factors	Strength	Weakness
External Factors	1. Coffee growers' willingness and desire to share their expertise, experiences, and information.	1. Lack of altruism in GPIC management or institutional management
	2. Each member shared knowledge and experience in Arabica coffee cultivation and processing.	2. Not all members assisted one another in identifying marketing opportunities.
	3. GPIC active members were more likely to be quicker and easier to cooperate in marketing of coffee products.	3. Not all coffee growers were responsible for promoting Sipirok Arabica coffee and preserving its excellent brand.
	4. Management's honesty in delivering facts to members	4. The management was unable to accommodate the aspirations of all meeting participants.
	5. Management ensured that all members had equal access to training opportunities.	5. There were still regular conflicts of opinion within GPIC management, which impeded the productivity of the GPIC's work.
	6. Respecting other points of view, ethnic disparities, and religious differences	6. Few members and administrators committed the time, energy, and thinking required to explore new marketing options and knowledge.
	7. Volunteer to provide a place for the GPIC secretariat.	7. Not all members could assist one another with Arabica coffee's cultivation, processing, and marketing.
	8. The management could create collaboration in carrying out technical cultivation training for Arabica coffee farming to GPIC members regularly.	8. Not all coffee growers, entrepreneurs of coffee-processed products, and traders engage with one another to get pricing information, marketing possibilities, and other forms of collaboration.
	9. Coffee farmers, entrepreneurs of coffee processed products, and traders also interact to obtain price information, marketing, and other cooperation opportunities	9. Not all GPIC members, including farmers, seed breeders, traders, and coffee entrepreneurs, will be able to participate in the meeting events.
	10. Farmers, seed breeders, traders, coffee entrepreneurs were invited to be involved and participate in the process of meeting activities carried out	10. Not all GPIC members were presented during the decision-making process.

<u>Opportunity</u>	<u>S-O Strategies</u>	<u>W-O Strategies</u>
<ol style="list-style-type: none"> 1. Sipirok Arabica Coffee Observers spearhead marketing efforts for coffee products through a network of regional, national, and worldwide coffee business associations. 2. The tradition of <i>marsialapari</i>, or mutual collaboration in managing land preparation and phases of Arabica coffee growing, might be turned into an experience-based business (experiential marketing), which could boost the coffee industry's potential and local revenue (PAD). 3. Arabica Coffee Observers also monitored the regional, national, and worldwide marketing of Sipirok Arabica coffee products. 4. External cooperation might be carried out with mutual trust between fellow administrators, fellow members, and management and GPIC members. 5. Collaboration with external parties was possible, with management responsible for relaying information about demand and promoting Arabica coffee products to its members. 6. Cooperation with external parties could be created while ethnic and religious disparities were respected. 7. Professional collaboration, particularly consumer trust and happiness, inspired coffee growers to maintain quality, keep products available, and market them. 8. Cooperation in regularly carrying out technical training activities for Arabica coffee farming for external parties 	<ol style="list-style-type: none"> 1. Improving GPIC management performance in order to expand coffee product marketing through collaboration with external parties such as coffee industry association networks and openly sharing price, marketing, and collaboration information with all GPIC members (S1, O1) 2. Preserving the <i>marsialapari</i> tradition or mutual cooperation as a forum for exchanging information and experience in supporting the growth of agriculture based on experiential marketing, could boost the potential of the coffee business and local tax revenue. (S2, S3 - O2, O8) 3. Improving communication and active involvement between GPIC management and members in training activities, as well as monitoring coffee product marketing (S3, S4, S5, S6 - O3, O4, O5, O6) 4. Improving the GPIC secretariat's function as a hub for information, shared learning, and marketing, as well as management performance and member engagement to have better collaboration.(S7, S8, S9, S10 - O7, O9, O10, O11) 	<ol style="list-style-type: none"> 1. Increased the value of altruism and all GPIC members' responsibility in managing GPIC to create cooperation with external parties such as a network of coffee industry organizations and to openly share price information, marketing, and potential collaboration with all GPIC members. (W1, W2, W3 - O1, O5, O9) 2. Improving services to accommodate all members' aspirations while respecting differences of opinion to urge members to participate in promoting collaboration with external parties actively. (W5, W6, W7, W8, W9 - O7, O9, O10) 3. Increased member engagement in activities and deliberation procedures about GPIC's partnership with external parties. (W10, W11 - O4, O5, O6, O7, O8)

<p>could increase income for the community (Barista/Coffee Lover Boot Camp).</p> <p>9. The exchange of information about Arabica coffee growing, the requirement for coffee seeds, fertilizers, and the usage of shade plants that have the potential to yield them could be utilized to promote businesses to external parties.</p> <p>10. Farmers, seed breeders, traders, and coffee entrepreneurs were asked to participate in the process of meeting activities that could assist external parties in working together to increase coffee productivity and marketing broader and collectively.</p> <p>11. The willingness of members to attend meetings or training to represent GPIC Sipirok Arabica Coffee might be used to develop farmers' skills in cultivating, processing, and marketing products.</p>		
<p>Threat</p> <p>1. Less desire and willingness of coffee farmers/coffee business actors to share expertise, experience, and information as a result of developments in information technology</p> <p>2. Because they were being replaced by labor from outside the region, social norms and punishments for each member in sharing knowledge and expertise of Arabica coffee production and processing are diminishing.</p> <p>3. External coffee traders/entrepreneurs that bought and promoted Arabica coffee goods originating from Sipirok Arabica</p>	<p>Strategi ST</p> <p>Establishing the GPIC cooperative to assist coffee industry governance and increase coffee farmer welfare. (S1, S2, S3, S4, S5, S6, S7, S8, S9, S10 – T1, T2, T3, T4, T5, T6, T7)</p>	<p>Strategi WT</p> <p>Developing consensus or mutual agreement on improving the active engagement of all GPIC members, GPIC principles and norms, and sustaining the community's socio-cultural values that underpin Arabica coffee agriculture in South Tapanuli Regency. (W1, W2, W3, W4, W5, W6, W7 – T1, T2, T3, T4, T5, T7)</p>

<p>coffee farmers but did not include the name of Sipirok Arabica coffee products.</p> <p>4. Management and members violate GPIC agreements, such as promoting Arabica coffee products, since traders have an illegal demand for Arabica coffee products.</p> <p>5. Because there was individual collaboration, the management did not convey information about the demand and marketing of Arabica coffee products from external parties.</p> <p>6. Coffee growers were unmotivated to maintain quality since the market price for organic coffee products was too low.</p> <p>7. Coffee farmers did not help each other with the production, processing, and marketing needs of Arabica coffee because of the openness of information and online marketing</p>		
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5. Increasing the value of altruism and the responsibility of all GPIC members in managing GPIC to create collaboration with external parties such as a network of coffee industry organizations and to freely exchange information on pricing, marketing, and cooperation prospects with all GPIC members.
6. Improving services in order to accommodate all members' aspirations by respecting differences of opinion in order to urge members to actively engage through regular member meetings in order to support collaboration with external parties;
7. Increasing member engagement in activities and discussion processes such as meetings or meetings to promote GPIC's collaboration with external parties.
8. Establishing the GPIC cooperative to assist coffee agribusiness governance and increase the well-being of coffee growers.
9. Developing consensus or mutual agreement on enhancing the active engagement of all GPIC members, GPIC principles and norms, and protecting the community's socio-cultural values that sustain Arabica coffee agriculture in the South Tapanuli Regency.

In general, what had to be enhanced in order to promote the growth of Arabica coffee agribusiness in South Tapanuli Regency was the internal GPIC, both capacity building for management and members to reach consensus or mutual agreement on GPIC institutional governance. In addition, increased awareness and collaborative activities or actions were required (collective action). At the awareness-raising stage of community development, Freire (1972) stated in Freire (2014) that transforming objective reality meant acting to cause change. Therefore, collective action has the potential to

be far more powerful and successful than individual action, and developing a collective identity might be a strong result of the awareness-raising process. Until, at long last, the community could decide on the anticipated changes.

On the other hand, knowledge management was required to strengthen the institutional governance of GPIC Arabica coffee Sipirok towards an effective and efficient organization. Knowledge management was an endeavor to enhance an organization's capacity to manage its intellectual assets, which were now in the form of existing knowledge and experience. It intended to use these assets to improve organizational performance and achieve organizational goals (Sulityorini, 2015). In addition, the change process could be aided by increasing the community's social capital.

Social capital was one of the essential components in increasing togetherness, mobility of ideas, mutual trust, and reciprocal benefit to accomplish mutual advancement. Therefore, strengthening the social capital of the community, particularly among coffee farmers who were members of the Sipirok Arabica coffee GPIC, which must be managed based on norms, trust, and social networks, could be accomplished by increasing trust, interaction in social relations, reciprocal relationships, and preserving the socio-cultural values of the people in South Tapanuli Regency.

CONCLUSIONS

The results of identifying institutional social capital of GPIC Arabica coffee Sipirok in supporting the development of Arabica coffee agribusiness in South Tapanuli Regency were three components: norms, trust, and social networking. The coffee agribusiness development strategy based on strengthening the social capital of coffee growers in South Tapanuli Regency was to strengthen internal GPIC both increase the capacity of administrators and members to consensus or mutual agreement related to GPIC institutional governance so that collective action was realized for expected changes

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