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Organizational Capacity of Cianjur Main Rice Seeds Development

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ABSTRAK

Bertambahnya jumlah penduduk yang semakin besar menyebabkan kebutuhan pangan semakin meningkat sehingga dibutuhkan pengembangan benih agar ketersediaan pangan dapat terpenuhi hal ini dapat dilihat melalui kapasitas organisasi khususnya adalah di Cianjur Jawa Barat dimana lokasi ini merupakan salah satu daerah di Indonesia yang digunakan dalam upaya pengembangan benih padi induk. Tujuan penelitian ini untuk mengetahui dan menganalisis bagaimana kapasitas organisasi pengembangan benih padi induk Cianjur. Teori yang digunakan dalam penelitian ini adalah teori kapasitas organisasi dari Horton. Penelitian ini menggunakan metode penelitian kualitatif dan dijelaskan secara deskriptif. Hasil penelitian menunjukkan bahwa kapasitas organisasi pengembangan benih padi induk Cianjur masih memiliki kendala seperti terbatasnya sumber daya, teknologi dan anggaran sehingga menyebabkan program yang dijalankan tidak dapat digunakan secara maksimal.

ABSTRACT

The increasing number of people causes the need for food to increase so that the need for seed development so that food availability can be fulfilled this can be seen through the organizational capacity, especially in Cianjur, West Java, where this location is one of the areas in Indonesia that is used in efforts to develop parental rice seeds. The purpose of this research was to determine and analyze how the organizational capacity of developing Cianjur rice seeds was. The theory used in this research is Horton's theory of organizational capacity. This research uses qualitative research methods and is described descriptively. The results showed that the organizational capacity of the Cianjur Parental rice seed development organization still had problems such as limited resources, technology and budget, causing the program to be implemented could not be used optimally.

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INTRODUCTION

The Role of government in public administration currently required to be able to provide responsive services to the community. The threats faced in era of globalization have an impact on government to be able to provide responsive services to be able to adapt to certain changes such as technological, economic, social and political changes. One of the real threats that can be seen is high population growth but not accompanied by an increase in food production, this of

course can have the opportunity to face new problems needs of the population in the future (Purwaningsih, 2008).

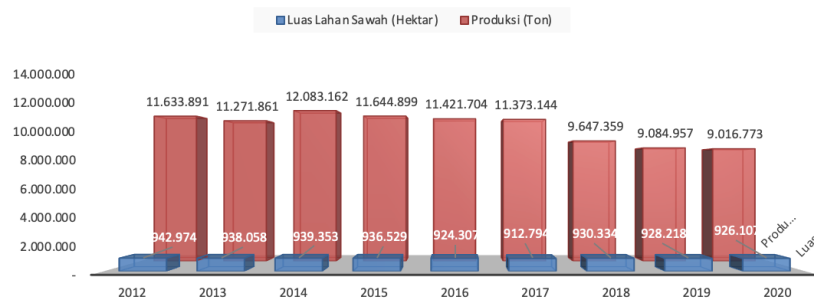
Population growth in an area can certainly cause an increase in the conversion of production land so that this will affect food production and supply. If not taken seriously, Indonesia is threatened with a food crisis in the next 10 to 20 years and it is estimated that currently as many as 19.4 million Indonesians, especially in Eastern Indonesia, are still experiencing hunger (Kurnia et al., 2020). One form of government service as a public organization through its policies is that required to be able to overcome problems regarding the production process and food supply to its citizens by implementing food security.

The current threat in implementing food security is COVID-19 pandemic. The COVID-19 pandemic not only has an impact on the safety of people's lives but also has an impact on food availability because it has spread to remote areas of Indonesia, including rice production centers. On the other hand, Indonesia has difficulty importing rice considering the COVID-19 pandemic has occurred in all countries in the world, so that each country will prioritize meeting its domestic needs. In addition, the current situation greatly determines the role of the government to ensure that domestic food production is able to provide sufficient food for all Indonesian people.

Food is a very strategic basic need. because the fulfillment of which must be fulfilled at any time by the government which must be in accordance with Law number 18 of 2012 concerning Food which stipulates that the government and local governments can implement policies and responsibilities to implement food security in their respective regions, of course by paying attention to norms, standards and criteria that have been set by the central government. In addition, government regulation number 17 of 2015 concerning food security and nutrition explains that the implementation of national food services is carried out in ways such as procurement, management, and also to the central government, regional governments, and communities experiencing food crises and food insecurity. This of course can be done if the policies of the central government through local governments can be implemented to realize food security in order to meet the food needs of citizens in Indonesia.

Rice is the main need for Indonesian citizens and with the increase in population need will increase every year. But on the other hand, the increase in demand will increase with the increase in the area of rice fields, as rice production land but is shrinking every year. This shrinkage of rice fields is due to the conversion of rice fields into buildings such as residential houses, office buildings and other business buildings (Suharyanto et. al, 2018). The shrinkage of paddy fields has almost occurred in all parts of Indonesia. West Java Province as an area known as a rice barn is also not spared from rice fields, this can be seen as follows.

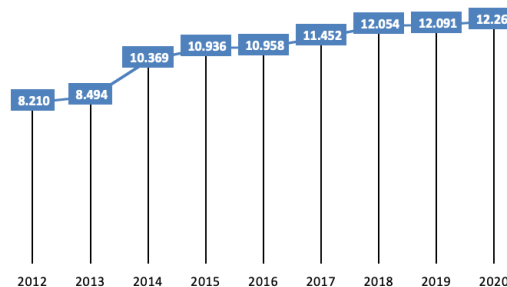
Graph 1. Rice Productivity in West Java Province



Source: (Data Badan Pusat Statistik, 2012-2020)

If we look at the above, in the last nine years, the area of paddy fields in West Java Province has decreased. The shrinkage of paddy fields in 2020 decreased by 1.79% compared to 2012 or decreased by 16,867 hectares. The shrinkage of paddy fields in West Java and in a decrease in rice production with an average decrease of 2.66% or 301.751 tons of rice. The decline in rice productivity has an impact on rice prices at the wholesale (wholesale) level, as shown in Graph 2 below.

Graph 2. Rice Price at large trade Level



Source: (Data Badan Pusat Statistik, 2012-2020)

In 2013 to 2020, price of rice at the large trade level experienced an upward trend. The price of rice continues to increase with an average increase of 7.14% per year or an increase of Rp. 648, -. The price increase will ultimately burden the people of Indonesia. For this reason, one way to reduce the price of rice to make it affordable for all people is to increase rice production.

Quality rice seeds from the superiority of a variety can increase rice production in West Java. when looking at graph 1, the comparison between the area of paddy fields and rice production, the productivity of rice in West Java is on average 5.9 tons / hectare. This shows that each hectare of rice fields produces 5.9 tons of rice production. By using quality rice seeds, rice

production can be increased to more than 10% of the crop yields so far, which is capable of producing 6.50 tons/hectare and even more (BPSBTPH, 2018). In addition to reducing production costs and increasing rice production yields, other benefits of using high-quality seeds for farmers can increase income if there is a market guarantee at a rational price. (Limbong, 2016:9-10)

According to Law no. 23 of 2014 concerning Regional Government, especially article 11 and article 12 that government affairs that are not related to basic services, one of which is food, become the authority of the region. To produce superior seed production to meet the needs of farmers in West Java, the agency that determines seeds and implements the seed system strategy is the Department of Agriculture, Food Crops and Horticulture. In addition, the implementation of rice development in West Java is carried out at the UPTD Center for Rice and Palawija Seed Development, Department of Food Crops and Horticulture, West Java Province, which is located in Cianjur where this location is the main place for rice seed development. in West Java Province. Based on the above, there is a question from this research, namely how is the organizational capacity in developing Cianjur broodstock? The purpose of this research was to find out how the capacity of Main seed development in Cianjur considering UPTD Cianjur is a main seed development institution in West Java.

LITERATURE REVIEW

Organization

Humans are social creatures who need other humans to achieve their goals. These goals are human needs that must be met, but because of limitations not all of these needs can be met. The limitations of the biological ability of the individual concerned as well as the physical factors of the environment faced by him, as a human obstacle in fulfilling his goals or needs. However, human limitations in achieving their goals can be overcome by joining groups or organizations. James L. Gibson et. al (in (Hardjito, 2001, p. 15) defines that the organization is a unit that allows members to achieve goals that cannot be achieved through individual actions separately.

In addition, an organization has relatively identifiable boundaries. Boundaries can change over time and are not always clear, but a real boundary must exist so that we can distinguish between members and non-members. In addition, an organization must also be able to adapt to its environment so that the organization can last a long time. In addition, Richard L Daft explains that organizations are (1) social entities that are (2) goal-directed, (3) designed as a system of deliberately structured and coordinated activities, and (4) related to the external environment. (Daft, 2009, p. 11)

Public Organization

Public sector organizations are developed from organizational theory. Public organizations are organizations that provide basic services from the government to the community. The services provided usually include services such as education, public transportation, police, health for the poor and other services that provide benefits to the community. In addition, according to (Bastian, 2017, p. 6) Public services based on the organization that organizes it can be grouped into two such as :

1. Public services provided by private organizations, such as hospitals, private universities, transportation service companies.
2. Public services or public services organized by public organizations, consisting of primary services, in which the government is the sole provider, for example immigration office services, or prison cell services; and secondary services where there are other agencies that also provide them, such as government hospitals.

The public sector is often understood as everything related to the public interest and the provision of goods or services to the public which are paid for through taxes or other state revenues regulated by law. In addition, public organizations are also seen as organizations that do not seek profit. Changes in perspective occur in line with the fact that hospitals, schools and terminals must be managed with a budget surplus. This indicator explains that public organizations need good management, both efficiently and effectively in order to generate a budget surplus. Such management makes the distinction between public and private organizations in terms of indicators and outcomes unclear. To find out the difference between public organizations and private organizations, Bastian explains the characteristics of public organizations in the table below:

Aim	To gradually prosper the community, both in basic needs and other needs, both physical needs and spiritual needs
Activity	Public services, such as in the fields of education, health, security, law enforcement, public transportation, and food supply
Sources of financing	Origin from public funds in the form of taxes and levies, state company profits, and government loans, as well as other legitimate income, and do not conflict with the applicable laws and regulations
Accountability pattern	Responsibility to the community through community representative institutions, for example in government organizations, such as Dewan Perwakilan Rakyat (DPR), Dewan Perwakilan Daerah (DPD), dan Dewan Perwakilan Rakyat Daerah (DPRD).

Organizational Culture	Bureaucratic, formal and tiered
Budgeting	Conducted with the community in program planning. The preparation of public programs in the budgeting scheme is published for criticism and discussion by the community. And finally, endorsed by the community representative in DPR, DPD, and DPRD.
Stakeholder	Consists of the Indonesian people, the organization's employees, creditors, investors, international institutions, including the World Bank (World Bank), International Monetary Fund (IMF), Asian Development Bank (ADB), United Nations (UN), United Nations Development Program (UNDP), USAID, and foreign governments.

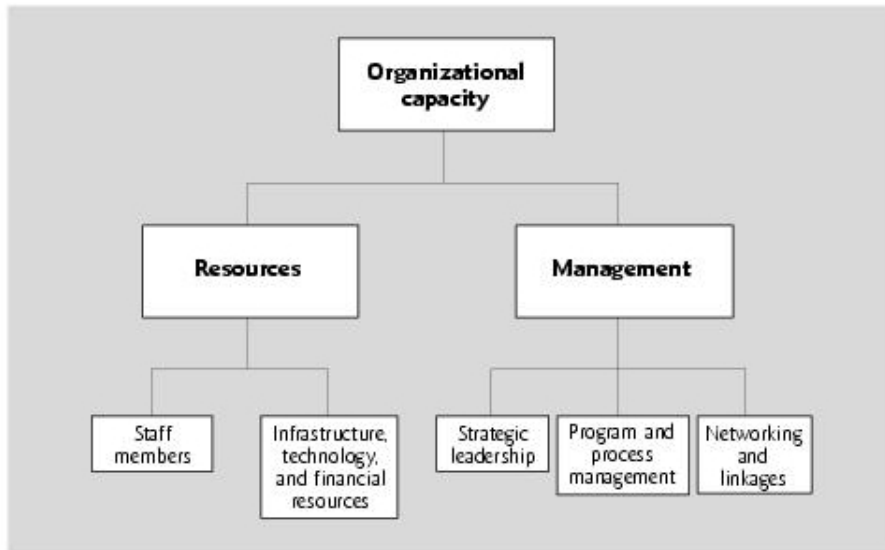
(Bastian, 2017, p. 8)

Organizational Capacity

Organizations especially public organizations are currently required to have a strong capacity in order to provide quality programs and services. This is due to the challenges faced by these organizations; with limited budgets and limited resources they are required to be able to produce outputs and outcomes with the same results. For this reason, a strong capacity is needed for the continuity of the organization so as to allow the organization to grow, develop knowledge and resources that are ultimately able to achieve the mission of the organization in a sustainable manner. The strong capacity of an organization is able to improve quality so that it can overcome all its challenges. The definition of capacity, simply explained as the ability of the organization to carry out the goals that have been set (Goodman, 1998, p. 258).

Organizations are made up of individuals who work as a system. Each individual works based on his function to achieve organizational goals effectively, efficiently and sustainably. Organizational capacity is not only the ability of individuals, organizations and systems but also a broader capability. These abilities include skills, understanding, attitudes, values, behavior, relationships, motivation, resources and the right conditions. The needs of these abilities are used to carry out their functions in achieving goals effectively, efficiently and sustainably. Morgia explains the notion of capacity as the ability, skill, understanding, attitude, values, relationships, behavior, motivation, resources, and conditions that enable each individual, organization, network/sector, and wider system to carry out functions. - their function and achieve the development goals that have been set from time (Millesen & Bies, 2007) According to Horton that in organizational capacity there is the ability to apply skills and resources to achieve and meet the goals and expectations of its stakeholders. The aim is to increase the potential of the organization's performance reflected in its resources and management; this can be seen as follows.

Chart 1. Organizational Capacity Framework



(Horton, 2003, p. 24)

Based on the above, it can be seen that Horton's theory is considered very appropriate in explaining this research where this theory has advantages in seeing whether or not organizational capacity through resources and management. There are several previous studies that have basically explained about rice seeds including research conducted by (Musaqa, 2006) who conducted research on the analysis of the procurement and marketing system of rice seeds in Batang Hari Regency, Jambi Province. The Parent Seed Center and breeder farmer groups have not met the needs of rice seeds.

The second research conducted (Arningsih, 2017) conducted research on the analysis of rice seed breeding business in Subak Kusamba, Karangdadi Village, Dawan District, Klungkung Regency. The results of the study found that farmers engaged in the rice seed breeding business experienced profits but on the other hand the government had not been able to provide subsidized seeds that are affordable by farmers.

The last research was conducted by (Fitriyani, 2018) conducting research on evaluating the implementation of procedures and techniques for breeding rice seeds in Senaning Village, Pemyung District, Batang Hari Regency, the results found that in carrying out procedures and techniques for breeding rice seeds there were still attributes that were not considered so that the results obtained is not optimal.

All of the above research basically discuss rice seeds and by looking at these weaknesses, it is necessary to make efforts to increase seed production through an analysis of organizational capacity. Given the organizational capacity is the ability of an organization to use its resources to achieve the goal of fulfilling the need for quality rice seeds. Likewise, this study examines

quality rice seeds, but this study is different because it looks at the organizational capacity of the Department of Agriculture and Food Crops and the Province of Java.

RESEARCH METHODS

This research uses a qualitative method described descriptively as an effort by researchers to be able to obtain information from the capacity of the Cianjur parental rice seed development organization. In addition, in obtaining data, researchers conducted interviews, observations and documents to strengthen the truth of the informant's statements. Data collection techniques in the study field observations and interviews with related informants including the Head of the Department of Agriculture for Food Crops and Horticulture in West Java Province and BPB Parental Paddy in Cianjur. In addition to the study of literature, researchers use books, documents, journals and so on to strengthen research data. In addition, related to the object of research, data analysis techniques were carried out by researchers through three stages, including data reduction, data presentation and then analyzed through the theory of organizational capacity proposed by Horton in understanding the extent of the capacity of the Cianjur Rice Seed Development Organization.

RESULTS AND DISCUSSIONS

UPTD Jawa Barat

Rice Seed Development Center as a Technical Implementation Unit of the Department of Agriculture, Food Crops and Horticulture, West Java Province is one of the public organizations that carries out functions in the seed sector. The purpose of the establishment of the Rice Seed Center as a technical executor of the service is that in the implementation of the seed sector it can be managed properly and there is no overlap with other institutions. Its presence is expected to be able to meet the needs of farmers for quality rice seeds, considering that rice seeds are one of the important inputs in rice production. To support the fulfillment of rice seeds, the main Rice Seed Development Center has a rice field area of 242,6283 ha spread over several areas in West Java, so in order to carry out the main tasks and functions of the UPTD, the Rice Seed Development Center is supported by 9 installations, consisting of:

- | | | |
|----|---------------------------------|---|
| 1. | Installations of Karang Bahagia | Kampung Jarakosta, Desa Kertamukti, Kecamatan Karang Bahagia, Bekasi. |
| 2. | Installations of Jatisari | Kp. Balong gandu Blk.Sentral Peramalan Hama Desa Pangulah Utara Jatisari, Karawang. |
| 3. | Installations of Cibeber | Jl. Raya Cibeber Kp. Cijeblog Desa Peuteuy Condong Kec. Cibeber, Cianjur. |
| 4. | Installations of Kawalu | Jl. Suaka Kp. Kopo Kec. Kawalu, Tasikmalaya. |

5. Installations of Sukamanah Kp. Sukamanah Rt. 01/07 Desa Hegarmanah Kec. Bojongpicung, Cianjur.
6. Installations of Kubang Mareme Kp. Harjalaksana Rt. 01/09 Desa Neglasari Kec. Bojongpicung, Cianjur.
7. Installations of Lembur Tengah Kp. Sederhana Rt. 02/08 Desa Neglasari Kec. Bojongpicung, Cianjur.
8. Installations of Dr. Mangku Kp. Sukamanah Rt. 01/07 Desa Hegaramanah Kec. Bojongpicung, Cianjur.
9. Installations of Darmaga Kp. Darmaga Rt. 03/05 Desa Negalasari Kec. Bojongpicung, Cianjur.

Department of Agriculture, Food Crops and Horticulture, West Java Province (2020)

The nine installations above, seven installations are in the Cianjur area and two other installations are in the Bekasi and Karawang areas. UPTD Rice Seed Development Center needs its capacity in an effort to meet the needs of quality rice seeds in West Java. The Capacity for Development of Parent Rice Seeds from the Food Crops Agriculture Service of West Java Province is the ability to carry out parent rice seed development activities, namely the success of multiplying type rice seeds (BS) into basic rice seeds (BD) by applying existing skills and resources to achieve the targets that have been set. determined, as well as to meet the expectations of the West Java Provincial government. In the capacity of developing paddy seeds, the Food Crops Agriculture Service of West Java Province has two main components, namely components as a resource base, namely personnel, facilities, technology, and organizational funding as well as management components which include organizational procedures and processes to manage resources, programs and activities. external relations. These two components make up the overall capacity of the organization and for more details can be seen in the table below:

Table 1. Theory Organizational Capacity Summary Table

Capacity Dimension	Definition	Component
Resource	Includes components that are considered "hard" capacity	<ul style="list-style-type: none"> • <i>Staff members</i> • Infrastructure, Technology and Financial Resources
Management	Related to creating conditions by utilizing the resources of the parent rice seed development organization in setting and achieving targets to produce quality rice seeds.	<ul style="list-style-type: none"> • Strategic leadership • Program and process management • <i>Networking dan linkages</i>

Staff Member

Human resources in the organization is the key to the success or failure of an organization. Without adequate human resource capacity, the organization cannot carry out activities or does not function properly. The existence of an organization depends on human resource activities. These activities are strongly influenced by the ability of human resources in carrying out their duties properly. UPTD Rice Seed Development Center (UPTD BPBP) Department of Agriculture, Food Crops and Horticulture of West Java Province as one of the public organizations whose activities are carried out by human resources in the function of the seed sector places human resources as the key determinant of the running of the organization. The progress of the Central Rice Seed Development Center is determined by the human resources contained in it. Professional human resources are prepared to be able to meet the needs of the organization.

Based on current empirical conditions, these professional human resources have not run optimally. This is also based on an interview with the staffing section of the Department of Agriculture, Food Crops and Horticulture, West Java Province, explaining that in filling out formations in the service environment, it is in accordance with the regulations, they identify positions based on nominative data which will later be applied to the Regional Personnel Agency and from this explanation, The human resources at the Central Rice Seed Development Center, especially in the process of multiplying the parent rice seeds, in general, have not all been fulfilled due to vacancies.

The Department of Agriculture, Food Crops and Horticulture of West Java Province has also carried out the process of fulfilling human resource needs in accordance with PP No. 11 of 2017 concerning Management of Civil Servants. The implementation of these rules is an effort to fill the void in the Department of Agriculture, Food Crops and Horticulture, West Java Province which, if left unchecked, will affect organizational performance.

UPTD BPBP requires the right number of human resources and the right skills according to the specifications needed in the implementation of rice seed propagation activities. Based on data obtained regarding the condition of human resources at the UPTD Rice Seed Development Center, currently the number of employees is 26 employees. With this number, employees with elementary, junior and senior high school graduates are still found with 11 employees. When these graduates are associated with operational activities in the field that require handling of work assignments with high thinking and skills, it is difficult for these graduates to be able to act quickly. These employees will generally prefer to do work that is monotonous, but to be directed to the task by using new ways of working and high technology will find it difficult. Conceptual and understanding training materials will find it difficult for graduates to understand them. In addition, the number of contract workers (TKK) is more than the number of definitive employees.

Improving the quality of human resources in the field of seed, especially with regard to employee competence, is currently being pursued by the Department of Agriculture, Food Crops and Horticulture, West Java Province and the Regional Personnel Agency. The quality improvement is carried out through education, courses, training, workshops, dialogue forums, field schools and internships. However, the current positions that receive education and training are treasurer, functional position and functional position of Procurement Manager of Goods/Services. UPTD BPB Paddy employees routinely attend seed technical education and training, but from the latest education and training held there are education and training participants with high school graduates who are included in education and training. In addition, the presence of employees with high school graduates will make it difficult for organizations to carry out developments that lead to quality improvement. Considering the abilities obtained from the training results are different from the abilities obtained from education at a university.

Infrastructure, Technology and Financial Resources

Infrastructure, technology and financial resources are key elements in organizational capacity. Infrastructure, technology and financial resources are the basic capabilities of organizational resources. Basic capabilities with basic assets can build management capacity so as to eventually form organizational capacity that leads to the achievement of goals.

Organizations that have adequate infrastructure, technology and resources can make it easier to achieve their goals. Infrastructure such as buildings with proper lighting and clean water supply provide employee comfort while the sophistication of tools with technology makes it easier for employees to do and complete their tasks. Adequate financial resources provide employees with a sense of security in carrying out work programs and achieving their goals. However, if the infrastructure, technology and financial resources as the basic capabilities of the organization are not adequate, it will create a level of problems so as to provide obstacles in the process of achieving goals. Horton gives his opinion that Infrastructure refers to the number, type and quality of buildings, vehicles, and supplies required for an organization's operations. To see the smooth process of multiplying rice seeds carried out by the UPTD Center for Rice Seed Development (UPTD BPBP) of the Department of Agriculture, Food Crops and Horticulture, West Java Province, adequate infrastructure facilities are needed in terms of the number, type and quality of buildings, vehicles and supplies for the multiplication seeds process. (Horton, 2003)

The infrastructure owned by UPTD BPBP is still lacking. Disadvantages include the number of warehouses for installations outside the Cianjur area, such as the Karang Bahagia Installation in Bekasi and the Jatisari Installation in Karawang. So far, the absence of warehouses in the two installations has utilized the office space as a warehouse.

In addition, Lusthaus explained that Infrastructure includes basic conditions (facilities and technology) that allow work within the organization to be carried out. (Lusthaus, 2002) These

basic conditions include facilities and technology that support the function or potential of the UPTD Rice Seed Development Center, Food Crops and Horticulture Department of West Java Province in the implementation of rice seed management. Facilities and technology also include machines and systems used by UPTD BPBP in managing and realizing the target of quality rice seeds.

Regarding the financial resources needed by the UPTD Rice Seed Development Center to finance the activities of multiplying seeds, it requires funds of Rp. 7,000,000.00 (seven million rupiah) per hectare. The funds are used for labor costs, fertilizer, maintenance to the harvest and packaging process. The land area owned by UPTD BPBP is 242,6283 ha with 2 harvest periods in a year, it requires funds of Rp. 3,416,691,721.00, but the budget allocation issued is still far from the needs of the parent rice seed multiplication program. The allocated budget is still below 50% with the smallest budget in 2017 which is 14%, this certainly makes it difficult for the hall's efforts to achieve the targets that have been set.

Strategic Leadership

Strategic leadership is one of the important elements in organizational capacity. To regulate the course of all organizational activities, strategic leadership is needed to stay on track in serving the mission and achieving the organization's vision. Strategic leadership is carried out by setting clear goals and directing staff to make the necessary changes in carrying out their activities. (Horton, 2003)

Strategic leadership is the capacity to assess and interpret needs and opportunities outside the UPTD Rice Seed Development Center to determine the direction of the process of multiplying rice seeds, influencing and aligning existing employees towards the goal of achieving the targets set by the West Java Province Food Crops Agriculture Service. To achieve a common goal is done by motivating employees and a commitment to act and be responsible for what has been achieved.

Measurement/assessment of work in the public sector includes: knowing the level of achievement of organizational goals, providing employee learning facilities, improving the performance of the next period, providing systematic considerations in making decisions regarding reward and punishment, motivating employees and creating public accountability (Marlian, Sumadinata, & Sari, 2021) In addition, all leaders or managers are encouraged to be able to find new and innovative ways to get maximum results or to privatize government functions. They no longer lead by sweeping all the work (rowing), but by "directing", which means controlling, leading, and also directing only strategic things. (Indahsari & Raharja, 2020)

The criteria for leading UPTD BPBP in addition to meeting the job requirements, a leader must be able to motivate and direct his subordinates to be able to work according to the rules and goals that have been set. Understanding the mandate that is imposed is not enough, but leaders

must also be able to understand their subordinates, their resources, processes and obstacles in seed propagation activities. Efforts made by all leaders in influencing and aligning the actions of employees to anticipate conflicts are carried out in every activity of the UPTD BPBP, both official and non-official in the context of work. One of the efforts that are official in nature is realized by UPTD BPBP in carrying out seed propagation activities, namely producing new varieties of seeds, but the seeds are actually less attractive to rice farmers. Considering that this activity is an official program and to anticipate failure to be accepted by rice farmers, all leaders in UPTD BPBP support the implementation of the program.

The leadership in the UPTD BPBP environment also provides sanctions to take action on employees who have taken disciplinary actions. Sanctions are taken based on the provisions of the Government Regulation of the Republic of Indonesia Number 53 of 2010 concerning Civil Servant Discipline. The application of sanctions based on PP No. 53 of 2010 in the UPTD Center for Rice Seed Development, Department of Agriculture, Food Crops and Horticulture, West Java Province in the form of written warnings, delays in salary increases, delays in promotion, demotion and dismissal. Sanctions given to employees in the UPTD BPBP environment are not a goal to be achieved, but in the context of coaching employees who commit violations to change attitudes and behavior as well as maintain harmony, cohesiveness and always maintain an atmosphere of togetherness.

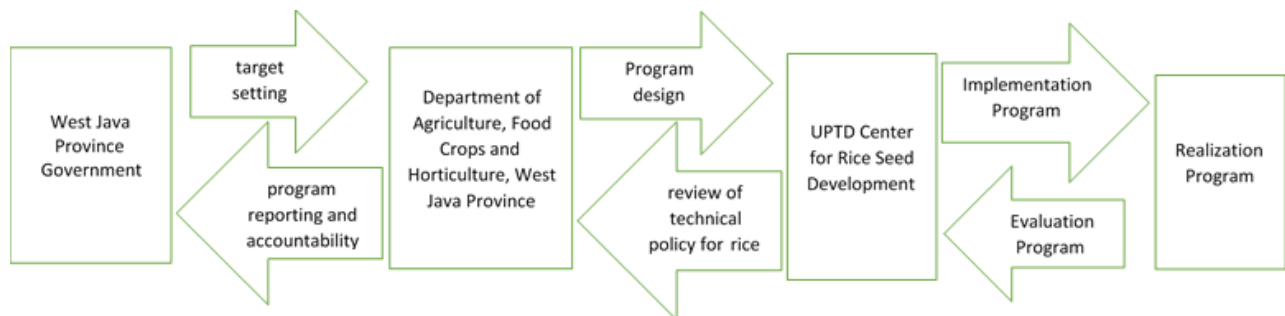
Program and Process Management

Program management is closely related to the Quality of the UPTD Rice Seed Development Center. UPTD BPBP is judged by the quality of its programs. Horton (2003:24) defines that program management is "concerned directly with the production and delivery of services for clients or target groups". The ability of the BPBP UPTD in providing goods and services in accordance with the needs of the client or the market determines the quality of the program and the UPTD of the Rice Seed Development Center. In addition, in the process of making work programs or technical guidelines, UPTD BPBP is not directly involved. All operational activities carried out at the operational level are official programs. The activity program planning is made by the service based on materials from the UPTD and implemented in the UPTD is outlined in the form of project activities in accordance with the Decree of the Governor of West Java Province Number 82 of 2017 concerning Main Duties, Functions, Details of Unit Tasks and Work Procedures for the Technical Implementing Unit of the Office within the Office. The main task of the UPTD is to carry out operational technical activities and/or certain technical support activities in the field of food plant seeds, including rice and secondary crops. In carrying out these tasks, the UPTD of the Rice Seed Development Center has the following functions:

- a. Implementation of review of technical policy material for the Management of Rice and Palawija Seeds.
- b. Management of Rice and Palawija Seeds includes Rice Seeds and Palawija Seeds.
- c. Implementation and evaluation and reporting of UPTD for Rice and secondary crops.
- d. Implementation of other functions in accordance with the main tasks and functions.

The relevant agency also designs so that the design or program that will be implemented at the BPBP UPTD is in line with and supports or strengthens the Office's Vision, namely "The Realization of Advanced and Resilient West Java Food Crops and Horticulture Agriculture" and in accordance with the conditions of the BPBP UPTD in the field. Therefore, in the process of making a design or program that will be implemented at UPTD BPBP, the project made is adjusted to the mandate of the UPTD BPBP, namely the project to increase the number of rice seeds, for example, what has been implemented is the Strategic Commodity Production Development Project and Superior Food Crops.

Figure 1. Program Flow of Rice Seed Propagation



Source: Processed data from UPTD Rice Seed Development Center, 2020.

Process management is concerned with the management of internal resources and processes, the goal of which is to support research and development programs rather than results. However, the management process at UPTD BPBP in addition to focusing on research and development to produce superior rice seeds also has targets that must be achieved. This is in accordance with the Decree of the Governor of West Java Province Number 82 of 2017 concerning Main Duties, Functions, Details of Unit Tasks and Work Procedures for the Office of the Technical Implementation Unit in the Service Environment. The main task of the UPTD is to carry out operational technical activities or certain technical support activities in the field of food plant seeds including rice and secondary crops.

Networking dan Linkages

Organizations need networking and linkages to achieve their goals in improving organizational performance which is needed not only the organization's ability to manage internal resources but also the ability to expand and deepen its reach with other organizations or groups an organization acts by cooperating with each other to achieve common goals but on a larger scale for the same reason organizations can expand and deepen their reach by collaborating with

other organizations to achieve common goals. BPBP employees and UPTD are often closely linked to other organizations and individuals. An increasingly diverse stakeholder and partner urges organizations to involve them in all aspects of their work, from prioritization and fundraising to program delivery and results evaluation. Networking and linkages within the organization are not only connected with stakeholders and partners but also involve stakeholders and partners in organizational activities.

UPTD BPBP as an agency implementing organization has limitations in rice seed propagation activities. To overcome these limitations UPTD BPBP conducts networking (network) and linkages (relationships) with various agencies and other stakeholders related to multiplying basic seeds (BD) and type seeds (BS). UPTD BPBP in seed propagation activities cannot be separated from the network and working relationships that have been built and routinely carried out with other agencies related to seed propagation activities. Networks and relationships with other agencies are based on their main duties and functions, this is done so that there is no overlap of authority with other agencies. On this basis, the success of UPTD BPBP in carrying out activities and achieving targets is determined by the quality of the network and working relationships towards the interests of future development. The development interest refers to the improvement of internal organization towards increasing the availability of rice seeds.

UPTD BPBP activities to meet the availability of quality seeds in sufficient quantities and market rice seeds in the West Java area are carried out by involving seed institutions and other stakeholders. The seedling institution includes work units that work in an organized manner to carry out activities in the seed sector. Meanwhile, stakeholders involved in the seed sector include governments outside West Java Province, institutions such as universities and selected commercial seed breeders such as rice seed breeders and the Association of Farmers Groups (Gapoktan) for rice seed breeders, cooperatives, BUMN, BUMD and the private sector.

CONCLUSION

Based on the results of the research above, it can be concluded that the capacity of the Cianjur parental rice seed development organization currently still has significant obstacles such as limited technology resources, and budget. This of course causes the program that is being run cannot be used optimally so that if it is seen from the theory explained by Horton about the current organizational capacity, it is still not fulfilled. This of course needs an effort from the government so that the obstacles faced in the development of parental rice seeds in Cianjur can be resolved properly, one of which is looking at the organizational capacity, this is done so that food needs in Indonesia can be met and the programs that are being run can be realized properly.

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