

MANAGEMENT OF FARMER GROUPS IN INCREASING SALT PRODUCTION IN SIDUWONGE VILLAGE, SUBDISTRICT RANDANGAN, POHUWATO DISTRICT, GORONTALO PROVINCE

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ABSTRACT

The research objective was to determine and analyze: (1) Management of the Community Salt Business Group (KuGAR) (2) Inhibiting factors for the management of the Community Salt Business Group (KuGAR) in increasing the production of people's salt in Siduwonge Village, Randangan District, Pohuwato Regency, Gorontalo Province.

This study used a descriptive qualitative approach, with a focus on Farmer Group Management and Inhibiting Factors in increasing People's Salt Production. The methods used in this research are observation, interview, and documentation. Data were analyzed using Miles and Huberman methods, namely data reduction, data presentation, and verification.

The results showed that: (1) Management of the People's Salt Business Group (KuGAR) from the planning aspect, there is no SOP document for salt production techniques and salt business financing plans. From the aspect of assistance, it is still administrative assistance and the limitations of education and training activities for business actors and from the results of an evaluation of production reports have not been carried out independently by groups; (2) Inhibiting factors that affect the increase in people's salt production are inadequate infrastructure and facilities, availability of routine weather information and access to marketing salt.

Keywords: management, salt production

INTRODUCTION

Salt is a fishery commodity that has the potential to be developed because of the high need for salt. The need for salt is used for consumption, for the CAP (Chlor Alkali Plant) industry, various food industries, oil drilling, and other needs. In everyday life, salt as a marine product has an important role in the industrial and household sectors. Domestic salt demand is estimated at 3.402 million tons, consisting of 1.6 million tons for consumption salt and 1.802 million tons for industrial purposes. Meanwhile, domestic salt production this year is estimated to only reach 1.3 million tons. In 2030, domestic salt demand is estimated to reach 5,190,625

tonnes, consisting of 3,329,280 tonnes of CAP (Chlor Alkali Plant) industry, 910,718 tonnes of household salt, and 956,628 tonnes of cleaning. So that the shortage will be met from abroad. The quality of the people's salt produced generally does not meet the Indonesian National Standard (SNI).

Management is an important component in an organization that has a very crucial task, namely, determining and monitoring the role of the organization in realizing the goals set by the organization. This is evidence that management is a very important need in an organization because it becomes support in the performance center of the organization itself.

The group that is currently developing in Pohuwato Regency is KuGAR. Based on data from the Pohuwato Regency Fisheries Service in 2020, initially, the KuGAR group that was formed in Siduwonge Village, Randangan District in 2011 was 11 groups, and in 2015 there was a group restructuring from 11 groups into 7 KuGAR groups. This change in structure is facilitated to become a group that has legal aspects (legal entities). Several groups were merged or separated based on adjacent land and the name of the group was changed to give new enthusiasm to salt farmers.

The development of the amount of salt production by KuGARin Pohuwato Regency can be seen in the following table:

Table 1. Salt Production by KuGAR in Pohuwato Regency 2015-2019

NO	KECAMATAN	DESA	Kelompok Usaha Garam Rakyat (KUGAR)	PRODUKSI TAHUN (Kg)				
				2015	2016	2017	2018	2019
1	RANDANGAN	SIDUWONGE	SURYA MOOTILANGO	392.570	173.580	151.407	284.400	494.000
2	RANDANGAN	SIDUWONGE	KARYA BARU	243.565	109.120	137.730	360.000	440.000
3	RANDANGAN	SIDUWONGE	BINTANG POLIYAMA	194.390	33.605	22.202	271.450	330.000
4	RANDANGAN	SIDUWONGE	PELANGI	-	7.645	20.875	138.500	230.000
5	RANDANGAN	SIDUWONGE	BERINGIN	-	-	12.625	114.500	222.500
6	RANDANGAN	SIDUWONGE	MOOTINEL0	-	-	31.243	77.500	113.000
7	RANDANGAN	SIDUWONGE	FAJAR ANUGERAH	89.965	22.750	19.836	17.500	59.500
8	RANDANGAN	SIDUWONGE	BINTANG SIGERI				136.400	227.500
9	RANDANGAN	SIDUWONGE	JANGGREK					235.000
10	RANDANGAN	SIDUWONGE	MUTARA GARAM					70.000
11	RANDANGAN	SIDUWONGE	NON KUGAR	26.000	-	-	-	-
12	POPAYATO TIMUR	LOWOUN	WEKAR				1.000	7.000
TOTAL PRODUKSI (Kg)				946.490	346.700	395.918	1.401.250	2.428.500

Source: Pohuwato Fisheries Service 2020

Based on the table above, it can be explained that 7 groups of KuGAR did salt business in 2015 and some people were not included in the group (Non-KUGAR) with a total production of 946,490 Kg. In the following year, there was a decrease in salt production wherein 2016 the production only reached 346,700 Kg and in 2017 the production only reached 395,918 Kg. This is due to weather factors, namely the prolonged rainy season. Then in 2018 there was the addition of a new KuGAR group and supported by weather factors, namely summer or long drought, increasing salt

production reaching 1,401,250 Kg and the peak in 2019 where the production of people's salt by KuGAR was able to reach 2,428,500 Kg.

From the results of initial interviews with several informants who are members of the KuGAR group, in terms of KuGAR group management in the aspect of technical feasibility planning, namely the unavailability of Standard Operating Procedures (SOP) which contains a series of outlines of the process of the Pre Production, Production and Post Production stages later will be described in the group schedule, the carrying capacity of resources and the environment is still very limited in the form of limited capital and facilities and infrastructure used for KuGARin supporting its business operations. In the aspect of mentoring, the limited implementation of education and training from the related agency is due to limited expertise in the field of salt, because extension activities are only polyvalent, and limited extension is carried out because the distance between the extension agent and the extension group is quite far and access roads to the location are damaged. While in the evaluation aspect, the evaluation activity is only carried out occasional monitoring by the Gorontalo Province Marine and Fisheries Service and the Pohuwato Regency Fisheries Service as the technical coach for salt business activities in Pohuwato Regency. This has resulted in a lack of communication and up-to-date information in the field which has an impact on people's salt production.

Public administration is a managerial process/ stage initiated by the government, namely planning, organizing, implementing, and supervising development programs including legislative institutions, judiciary, and society to achieve the vision and mission. Government [5]. This understanding is in line with Public administration is the process of carrying out activities carried out by the government for the benefit of society [1].

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Human Resource Management is the design of a formal system in an organization to ensure the effective and efficient use of human talents to achieve organizational goals [2].

Production is an activity concerning efforts to increase the use-value of a good or service with continuous improvement (continuous improvement), starting from a series of cycles from the time there are ideas to produce a product, product development, production processes, to distribution to consumers [6].

Law No.7 / 2016 [8] in Article 9 it is described that the Planning for the Protection and Empowerment of Fishermen, Fish Cultivators and Salt Farmers is structured, organized, directed, overall, open and reliable including environmental support for natural resources, land and water assets, zoning planning, improving science and technology, and supporting facilities and infrastructure [8].

Law No.7 / 2016 Article 49 explains that: 1)The government which has the authority to provide additional facilities/infrastructure and assistance to fishermen, fish farmers and salt farmers; 2)Extension of the information media is carried out in the form of extension agencies and implementing extension agents; 3) Such counseling must have skills in the fishing and/or salt business sector [8].

Then to assess the achievement of a goal an evaluation aspect is needed, according to Law No.7 / 2016 Article 70 explains that: 1) the Supervision Process consists of monitoring, reporting, and evaluation; 2) The Supervision Process is carried out by the Central Government and Regional Governments by their respective authorities; 3) The central government and regional governments can involve the community in monitoring and evaluation to strengthen existing opportunities [8].

Identification of Problems

Based on the background above, the problem identification in this study is as follows:

1. Unavailability of Standard Operating Procedures (SOP) which contains a series of outline processes for the Pre-Production, Production, and Post-Production stages
2. The carrying capacity of resources and the environment is still very limited in the form of limited capital and facilities and infrastructure used by KuGAR to support its business operations.
3. Limited implementation of education and training from related agencies due to limited expertise in the field of salt, because extension activities are only polyvalent.
4. Limited counseling on salting efforts was carried out because the distance between the extension agent and the extension group was quite far and the access road to the location was severely damaged.
5. Lack of communication and up-to-date information in the field has an impact on people's salt production.

Conceptual Framework

Siduwonge Village, Randangan Districts one of the salt-producing villages in Gorontalo Province. in this village there are 10 (ten) KuGAR that produce salt. In carrying out salt business production, it is necessary to apply a management pattern following KuGAR.

The cultivation of salt in KuGAR is still traditional. For this reason, management is needed so that groups can do business well, namely, among others, planning, mentoring, and evaluation are needed. Furthermore, in the implementation evaluation done monitoring of the suitability of planning, implementation, reporting, and propose remedial action attempts above inadequate planning and activity processes. Some of the inhibiting factors in the people's salt production activities in Sidu-

wonge Village include production infrastructure and facilities, weather, and access to marketing salt. The weather factor is a major factor that considers salt production, where if the weather is hot for 14 (fourteen) days according to the SOP, the seawater in the storage pool can flow to the salt tables, but if it rains, the production will automatically fail. due to reduced salinity levels. This is also not supported by the fulfillment of adequate production facilities in the form of Isolators and tunnels, and the inaccessibility of weather and climate information from the BMKG. Besides, another factor is access to marketing salt, where the salt produced is still in the form of krosok (coarse) salt, This issue conveys a message that the management system is not running well. The management system referred to here is planning, mentoring, and evaluation. This system needs to be regulated properly because in principle good management will support the organization's products in the form of increased people's salt production.

Through this conceptual framework, it will be easier for researchers to express the concepts and ideas in this research. Below is a picture of the conceptual framework.

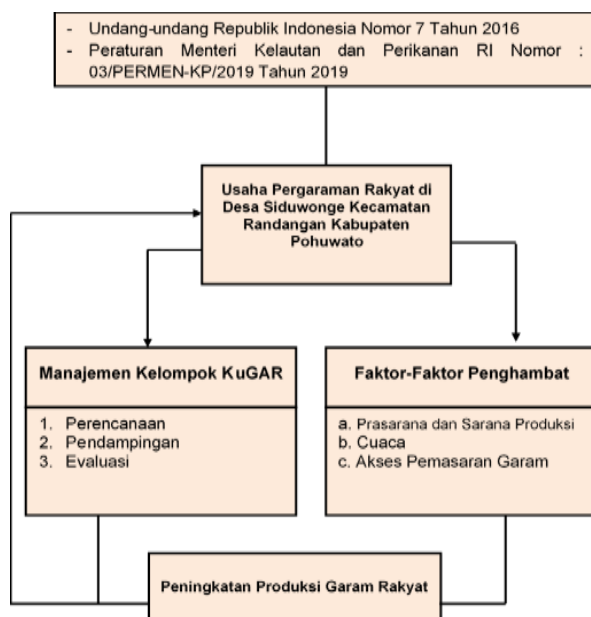


Figure 1. Research conceptual framework

RESEARCH METHODS

Approach and Type of Research

This research uses a qualitative approach with a descriptive research type.

Location and Time of Research

The location of this research was conducted in Pohuwato Regency, especially in Siduwonge Village, Randangan District. The research period used by the researcher was 6 (six) months, starting from June to November 2020.

Focus and sub-focus of research

The research focus is:

1. KuGAR management in increasing people's salt production in Siduwonge Village, Randangan District, Pohuwato Regency, Gorontalo Province, with sub-focus:
 - a. Planning;
 - b. Accompaniment; and
 - c. Evaluation.
2. Factors that hinder KuGAR management in increasing the production of people's salt production in Siduwonge Village, Randangan District, Pohuwato District, Gorontalo Province, with sub-focus:
 - a. Infrastructure and facilities;
 - b. Weather; and
 - c. Salt Marketing Access.

Research Purposes

1. Know and analyze KuGAR management in increasing people's salt production in Siduwonge Village, Randangan District, Pohuwato Regency Gorontalo Province.
2. Knowing and analyzing what are the factors that hinder KuGAR management in increasing people's salt production in Siduwonge Village, Randangan District, Pohuwato District, Gorontalo Province.

Data Collection Technique

The techniques used in the data collection process in this study are in the form of observation, interview, and documentation.

Data Analysis Technique

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In this study, the authors applied the data analysis model of Miles and Huberman. Activities in qualitative data analysis are carried out interactively and continuously so that the data is saturated. Activities in data analysis, each of which is data reduction, data display, and conclusion extraction/verification [4].

RESEARCH RESULTS

Research Location Overview

Siduwonge Village is one of the coastal villages which is located in Randangan District with the following boundaries:

- To the north is bordered by Huyula and Patuhu villages
- The east is bordered by Imboddu Village
- To the south is the Tomini Bay Sea
- In the west, it is bordered by Limbula Village, Wanggarasi District.

An Area

The working area of Siduwonge Village is 29,430 km² or 16.21% of the area of Randangan District. The area of Siduwonge Village consists of 5 (five) hamlets namely north Reset Hamlet, South Reset, Bolongga, Tolotio, and Simanagi. The borders of Siduwonge Village can be seen in the following map image.

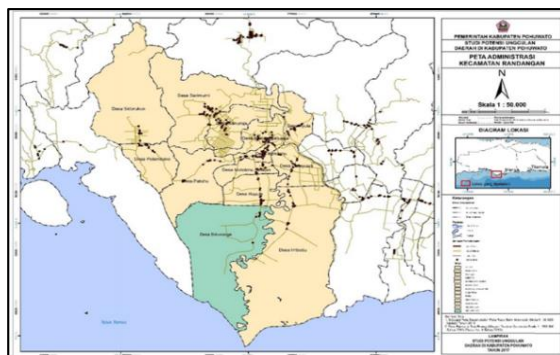


Figure 2. Map of Siduwonge Village, Randangan District

Description of Salt Production

Production of people's salt in Pohuwato Regency, especially in Siduwonge Village, has fluctuated production depending on the

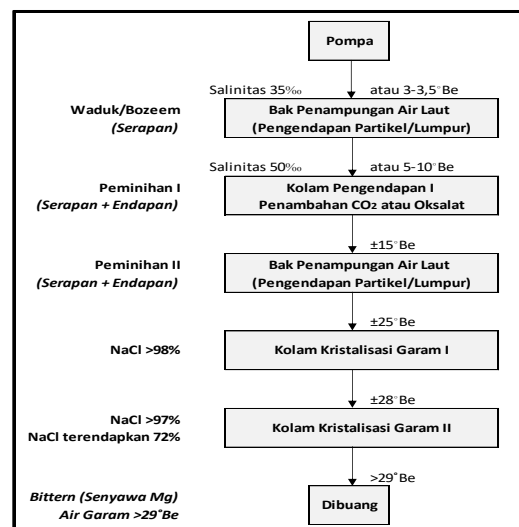
weather and natural conditions. The description of salt production for the last 4 (four) years can be seen in the following table:

Table 2. Production of People's Salt in Siduwonge Village, Randangan District

NO	KECAMATAN	DESA	Kelompok Usaha Garam Rakyat (KUGAR)	PRODUKSI TAHUN (Kg)			
				2017	2018	2019	2020 (Sem.1)
1	RANDANGAN	SIDUWONGE	SURYA MOOTILANGO	151.407	284.400	494.000	50.000
2	RANDANGAN	SIDUWONGE	KARYA BARU	137.730	360.000	440.000	-
3	RANDANGAN	SIDUWONGE	BINTANG POLYAMA	22.202	271.450	330.000	-
4	RANDANGAN	SIDUWONGE	PELANGI	20.875	138.500	230.000	-
5	RANDANGAN	SIDUWONGE	BERINGIN	12.625	114.500	222.500	-
6	RANDANGAN	SIDUWONGE	MOOTINELO	31.243	77.500	113.000	-
7	RANDANGAN	SIDUWONGE	FAJAR ANUGERAH	19.836	17.500	59.500	-
8	RANDANGAN	SIDUWONGE	BINTANG SIGERI	-	136.400	227.500	-
9	RANDANGAN	SIDUWONGE	ANGGREK	-	-	235.000	-
10	RANDANGAN	SIDUWONGE	MUTARA GARAM	-	-	70.000	-
TOTAL PRODUKSI (Kg)				395.918	1.400.250	2.421.500	50.000

Source: Fisheries Service 2020

Based on the table above, it can be seen that in the salt production results for the last 4 (four) years there has been an increase in salt production from 2017 to 2019, but in 2020 there has been a very sharp decline in production. This is influenced by high rainfall occurring in early 2020 so that the achievement of the production target up to the first semester has not been maximally done by the KuGAR group. The process of making salt crystallization according to Purbani (2009) can be seen in the following figure.



Source: Process of Salt Crystallization Formation, Purbani [3].

Figure 3. Evaporation Salt Making Process

Based on the picture above, it can be explained that in the process of making evaporated salt there are several stages, starting from:

1. The first stage is the preparation of seawater for salt production. At this stage, seawater has a salinity level of 35‰ or 1-2°Be by using a machine. The water pump is filled to the Seawater Sump (Reservoir / Bozeem). The process of deposition of particles/sludge in this reservoir takes 7-14 days.
2. After reaching a level of 3-3.5 be, seawater is transferred to Settling Pool I and the solution is added Oxalateor lime for the deposition of sludge and other particles until seawater reaches a salinity level of 50 ‰ or 5-10°Be. The time required for this process is 4-5 days.
3. The seawater that has reached a salt level of 10 be is then transferred again to the seawater storage tank (Peminihan II) until it reaches a level of 15 °Be. In this phase, the time required is 2-3 days.
4. After seawater has reached levels salt 23-25°Be, then transferred to Salt Crystallization Pond I or old water storage pool which will later be transferred to Crystallization Pond II. The time needed in this phase ranges from 1-2 days.
5. In the second crystallization, the pond formed salt crystals at levels 27-28°Be and left for 7-10 days until the content of Sodium Chloride (NaCl) reaches 90-98 percent, and the salt crystals formed are collected at the edge of the pond to reduce water content.
6. Furthermore, the salt that has been formed is then washed with young water with a salt content of 20-24°Be to remove impurity/ dirt and salt crystals are aerated to remove moisture content, and after drying are collected in temporary storage or packed (packing) in sacks.
7. Then if the seawater has exceeded 29°Be, the rest of the sedimentation is discarded because of the content of Magnesium (Mg), Calcium Chloride

(CaCl₂), and other minerals that are quite high.

Description of Research Results

To find out the management of farmer groups in increasing people's salt production in Siduwonge Village, Randangan District, Pohuwato Regency, Gorontalo Province, researchers saw it from 3 aspects, namely planning, mentoring, and evaluation.

Planning

In this aspect, it is known that the SOP is not yet available, there is no budget determination in the budget planning document, and for community participation, the results of the researchers' observations indicate that there are still some people who are not involved in the planning process. The community is involved only when procurement assistance is available at the location or area of the salt pond.

Based on the document study, the planning process has been running following the Minister of Marine Affairs and Fisheries Regulation Number 03 of 2019 Concerning Community Participation in the Implementation of the Protection and Empowerment of Fishermen, Fish Cultivators, and Salt Farmers. In the planning stage, each salt farmer group provides advice, input, and participates in deliberations on the preparation of a salt business plan [9]. The budget sources in planning come from the APBN and APBD and involve elements of the Fisheries Service, Bapperlitbang, PM and PTSP Services, Koperindag Office, Public Works Office, PLN, PDAM.

Accompaniment

Based on the results of observations and interviews, it can be concluded that the assistance and guidance of KuGAR in Siduwonge Village are by fisheries extension workers and the Regency and Provincial Fisheries Service. This is in line with the document study that the mentoring task is contained in the Regulation of the Head of the Human Resources Research Agency

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of the Ministry of Marine Affairs and Fisheries Number: 3/PER-BRSDM / 2020 concerning the Work Guidelines for Extension Officers. Besides, the implementation of mentoring, seen from the education and training of the KuGAR group in Siduwonge Village, is still lacking, even though salt-making training has been carried out but it is not routine due to budget constraints [10]. This assistance is still limited to administrative management and not for training to improve skills than the salt farmers themselves.

Evaluation

Based on the results of interviews and observations of researchers, it can be concluded that the evaluation of the implementation of the KuGAR group activities begins with the evaluation of the implementation of the salt business by the KuGAR group in Siduwonge Village. In my opinion, the implementation of salting is following the planning implementation, although there are still many shortcomings in achieving the salt production target. Evaluation activities are carried out in the form of reporting the results of activities. The salt production reporting system by KuGAR in Siduwonge Village is carried out every month and recapitulated by fisheries extension agents. This is evidenced by the fishery extension reports that will be sent to the center must be known by the Head of the Service through the KKP one data system through the Q-Survey application, KUSUKA, and excel manually.

To find out the factors that hinder the management of the People's Salt Business Group (KuGAR) in increasing the production of people's salt in Siduwonge Village, Randangan District, Pohuwato District, Gorontalo Province, researchers see it from 3 factors, namely infrastructure and facilities, weather, and access to marketing salt.

Production Infrastructure and Facilities

Based on the results of interviews and observations, it was found that infrastructure and facilities were the determining

factors for the successful implementation of the people's salt production activities by KuGAR in Siduwonge Village. The conditions that occur are the unavailability of the production road and the marketing access road, which is badly damaged, the unavailability of electricity at the salt business location, the unavailability of clean water, the silting of the water in and out of the sea. In terms of salt business facilities, the group's needs include storage for salt storage, salt tables, water reservoirs, geo-isolators, water pump machines, temperature and water quality measuring instruments, ground leveling machines.

Weather

Based on the observation that the weather is a very influential factor in the salt production of the people in Siduwonge Village. [11].

From the results of the interviews conducted, it can be seen that weather data is needed by salt farmers to be able to produce optimally if it is supported by the availability of weather information from the Meteorology, Climatology and Geophysics Agency (BMKG), especially stations in Gorontalo Province.

Salt Marketing Access

From the observation that salt sales transactions are carried out directly and marketing to the local within the province and outside the Province of Gorontalo. Most of them are based on the results of interviews with the use of salt in the processing of salted / dry fish, a mixture of ingredients in making ice cubes, as an additional ingredient for "coconut and clove fertilizer".

Furthermore, based on observations, it shows that in general salt farmers have performed a marketing function in marketing their salt. Marketing of salt from producers in this case salt farmers to consumers or salt users is in the form of direct selling activities to buyers or users (direct-selling), to salt collectors, and intermediary traders to the middleman-salt storage unit.). This

is following the results of a document study of Article 16 in the Minister of Marine Affairs and Fisheries Regulation Number 03 of 2019 [9] concerning Community Participation in the Implementation of Protection and Empowerment of Fishermen, Fish Cultivators and Salt Farmers.

Discussion of Research Results

Based on the description of the research results presented earlier, there is some information that can answer the problems raised, namely: KuGAR management in increasing people's salt production in Siduwonge Village, Randangan District, Pohuwato Regency, Gorontalo Province.

KuGAR management in increasing the people's salt production in Siduwonge Village in this study, seen from 3 (three) aspects, namely the planning, mentoring, and evaluation processes. Of the three aspects, the aspect of mentoring has not run optimally.

Planning

In terms of salt business planning, KuGAR has prepared a simple plan before starting production at the beginning of the year and is facilitated by fisheries extension workers. However, the plans that are prepared are only limited to the form of a Group Business Plan (RUK), namely for the needs of the facilities and equipment to be used as well as materials to be used in production activities, such as repair of tertiary channels and table salt tables, fuel oil (BBM) which is used for pumping water machines and for labor, both casual daily laborers and group members working in salt production.

Planning carried out by this salt business group is still simple and does not include planning activities before and after production. Preproduction planning includes implementation time schedules, human resource requirements, initial working capital requirements, daily, weekly, and

monthly production targets. Post-production planning includes the sale of salt production, profit sharing, and capital preparation for further production.

The results of this study are by Article 9 of the Law of the Republic of Indonesia Number 7 of 2016 concerning the Protection and Empowerment of Fishermen, Fish Farmers, Salt Farmers, which explains that the planning for the Protection and Empowerment of Fishermen, Fish Farmers, and Salt Farmers is carried out systematically, integrated, directed, comprehensive, transparent, and accountable [8].

Furthermore, planning activities to increase salt production for each group of salt farmers in the Randangan district have been carried out even though they have not achieved maximum results. Planning starts from the budget formulation stage obtained from the APBN and APBD budgets facilitated by a fisheries extension agent. In preparing the budget, all activities of the salt farmer groups are included in the RUK. This RUK is a document that contains a business plan for activities to be carried out by salt farmers.

Accompaniment

In terms of mentoring, fishery extension workers are the key foundation in mentoring. Meanwhile, the limitation of the number of extension workers and the expertise of extension workers itself has resulted in not maximal mentoring for salt farmer groups.

This is very influential in increasing salt production, continuous and sustainable assistance that will form an orderly work pattern in the salt business group and to give confidence to the assisted group that the business has good and profitable business prospects to be carried out and run continuously. continuously on an ongoing basis.

Assistance carried out by fisheries extension workers and related agencies in the salt business group include technical assistance and farm management.

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Based on the results of observations and interviews, it can be concluded that mentoring and coaching for KuGAR in Siduwonge Village, namely the fisheries extension agent from the Fisheries Service, Pohuwato Regency. Also, the implementation of mentoring, seen from the education and training of the KuGAR group in Siduwonge Village, is still lacking, even though salt-making training has been carried out but it is not routine due to budget constraints. This assistance is still limited to administrative management and not for training to increase the skills of the salt farmers themselves.

The results of the interview illustrate how important it is to assist salt farmers in an effort to increase salt production for each salt farmer group.

However, in this context, the lack of assistance from the government has caused various problems experienced by salt farmer groups, one of which is limited processing knowledge because there has been no new processing training; lack of extension personnel who are responsible for one kecamatan. Ideally, if you refer to the Regulation of the Head of the Human Resources Research Agency of the Ministry of Marine Affairs and Fisheries Number: 3/PER-BRSDM/2020 concerning the Extension Work Guidelines, it can be ascertained that this is not following what is stated in the regulation [10].

The minimal number of personnel has added to the optimism of the implementers assistance by extension agents. So far, the assistance has only been oriented towards assisting in administrative procedures and not at coaching and increasing skills for salt farmers. Whereas following the Ministry regulation, several tasks that are owned by a companion include carrying out assistance and fostering activities for main actors and business actors in the marine and fisheries sector, the Fishery Extension Officer has the following duties:

1. Compiling a fisheries extension work plan;
2. Assisting the marine and fisheries sector groups in the designated target areas;
3. Growing marine and fisheries groups in the designated target areas;
4. Assessing the class of marine and fisheries groups in the designated target areas;
5. Increase the class of marine and fisheries groups;
6. To guide micro and small businesses (UMK) in the marine and fisheries sector;
7. To develop cooperatives and corporations in the marine and fisheries sector;
8. Facilitate access to capital/business financing of the main actors and marine and fisheries business actors from banking or non-banking sectors.

Especially in terms of counseling, counseling is certainly oriented towards increasing knowledge, skills, and attitudes. Knowledge is said to increase when there is a difference from ignorance to cognition and those who already know better in cognition. Skills are said to increase when there is a shift from those who are unable to become experts in their business. Attitudes are said to increase if there is a change from reluctance to being willing to take advantage of opportunities and business opportunities that arise. The current change in alignment orientation has led to an increase fisheries-based business output

Evaluation

In general, evaluation is an examination of the implementation of a program that has been implemented and which will be used to predict, calculate and control the implementation of the program in the future, so that it will be even better. Evaluations precede past mistakes and aim to increase the chances of program success. So the evaluation mission is to improve a program going forward.

Based on the results of interviews and observations of researchers, it can be concluded that the evaluation of the implementation of activities by the KuGAR group began with the evaluation of the implementation of salting for the KuGAR group in Siduwonge Village.

The evaluation of the salting business development report, it is following the implementation of the planning, although there are still many shortcomings in achieving the salt production target. Evaluation activities are carried out in the form of reporting the results of activities. The salt production reporting system by KuGAR in Siduwonge Village is carried out every month and a recapitulation is carried out by fisheries extension agents. This is evidenced by the fishery extension reports that will be sent to the center must be known by the head of the department through the KKP one data system through the Q-Survey application, KUSUKA, and excel manually.

Factors hindering KuGAR Management in increasing the people's salt production in Siduwonge Village, Randangan District, Pohuwato Regency of Gorontalo.

Infrastructure and Facilities

Based on the results of interviews and observations, it was found that infrastructure and facilities were the determining factors for the successful implementation of the people's salt production activities by KuGAR in Siduwonge Village. The conditions that occur are the unavailability of production roads and marketing access roads that are badly damaged, unavailability of electricity at the salt business locations, unavailability of clean water, and silting of the channels in and out of the water from the sea. In terms of salt business facilities, the group's needs include storage for salt storage, salt tables, water reservoirs, isolators, water pump machines, temperature and water quality measuring instruments, ground leveling machines. Concerning this, it can be concluded that

the availability of supporting facilities and infrastructure for salt farmer groups can certainly increase the production of salt itself.

Weather

Pohuwato Regency has the potential for large and diverse natural resources. Most of the area is a coastal area that has local potential that is very potential to be developed, including the potential for salt cultivation. The manufacture of salt is certainly very much influenced by several factors, including the weather. Rainfall is one of the factors that have a negative impact. Given the conditions of the salt ponds that are carried out in traditional salt centers, the following climatic parameters will greatly determine the success of salt production. Broadly speaking, climatic conditions are a requirement for salt production. The length of the dry season also has a direct effect on salt production opportunities. Wind speed, air humidity, and air temperature affect the rate of evaporation of water, where the greater the evaporation, the greater the number of salt crystals that precipitate. In terms of rainfall (intensity) and rainfall patterns, the distribution in one year on average is an indicator that is closely related to the length of the dry season, all of which affect the evaporation power of seawater.

From the results of interviews and observations, it can be concluded that the weather is a factor that influences a large number of products produced. From the data it was found that in 2020 overall of the 11 groups of salt farmers in Kacamatan Randangan, only 1 group of salt farmers produced salt, this was due to the high intensity of rainfall which resulted in farmers not carrying out salt production activities.

Salt Marketing Access

Salt is a very important commodity for people's lives. In addition to consumption, salt is also widely needed in several industries, including preservation and chemical

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mixtures. The government then made regulations to increase salt production and distribution, namely: Law of the Republic of Indonesia Number 13 of 1959 concerning the Stipulation of "Emergency Law Number 25 of 1957 concerning the Abolition of Salt Monopoly and People's Salt Production as Law". Article 2 paragraph (1) states: salt can be made by citizens of the Republic of Indonesia with the existing provisions [7].

The process of distributing salt by the people in the Randangan district is very productive as a support for their daily life. However, the distribution process that has been running is still done simply and the marketing is not very supportive. So that the low level of purchasing power of people outside the city is due to the lack of available marketing information so that not many consumers know about the supply/stock of salt in the Randangan District area, especially in the salt production center, namely Siduwonge Village.

The absence of support for the sales information system for the abundant salt yields also has an impact on the level of economic income of farmers and producers. In this case, it is necessary to make a distribution support system for salt products so that it can help and be used optimally.

Based on the observations of researchers in the field, it can be concluded that there are three forms of salt marketing patterns in Siduwonge Village, Randangan District as can be seen in following figure:

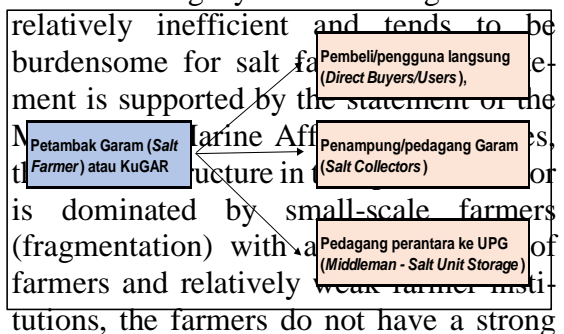
Figure 5 Forms of Salt Marketing Patterns in Siduwonge Village, Randangan District

Based on the picture above, it can be explained that there are 3 (three) forms of salt marketing patterns that exist in Siduwonge Village, Randangan District, namely selling and marketing salt from

1. Salt Farmers (Salt Farmer) or KuGAR to Buyers/Direct Users (Direct Buyers /Users), for example, household consumers, ice factories, fish processing, leather tanning, coconut, and clove fertilizer;
2. Salt Farmers (Salt Farmer) or KuGAR to Salt Collectors/traders (Salt Collectors); and
3. Salt Farmer or KuGAR to Middleman to Salt Storage Unit.

Furthermore, the results of interviews and observations indicate that in general, the respondents' salt farmers perform all three marketing functions in marketing their salt. The exchange function carried out by farmers is in the form of selling activities to collector traders, farmer-gatherers, and farmer-gatherer-UPG. The physical functions performed by farmers in marketing salt are storage, transportation, and packaging activities. The transportation activity is not carried out by farmers but carried out by shoulder workers, but the ones who pay are the farmers.

In general, marketing is a social process by which individuals and groups get what they need and want by creating and exchanging products and values with other individuals and groups. The Indonesian salt marketing system is thought to be



Source: Processed Data 2020

bargaining position in the marketing chain or channel.

The imbalance in bargaining position affects industrial behavior which is reflected in the salt marketing process. This also happened to the salt farmer groups in the Randangan district. In the marketing process, it is as if the farmers act only as salt producers without having the power to determine the quality or price. Where this is due to the limited access to information owned by farmers. As a result, salt farmers are forced to market their products to collectors at relatively low prices. Meanwhile, in terms of production support, facilities for salt production have been built in the form of buildings and other facilities by the Office of Industry, Trade, and Cooperatives,

CONCLUSION

Based on the description and discussion of the research results, the researcher can conclude, namely:

1. The management of the People's Salt Business Group (KuGAR) in increasing the people's salt production in Siduwonge village still needs to be improved. This can be described as follows:
 - a. There is no standard planning document, namely the Standard Operating Procedure (SOP) document which contains the salt group business plan and salt production techniques following the Indonesian National Standard (SNI) as well as a financing plan for the development of a salt business.
 - b. Assistance is still lacking, even though salt-making training has been carried out but it is not routine due to limited budget.
 - c. The evaluation has been carried out properly in the form of reporting on the results of activities every month which is recapitulated by the fishery extension agent.

2. Factors that hinder the Management of the People's Salt Business Group (KuGAR) in increasing the production of people's salt in Siduwonge Village include the following:

- a. Infrastructure in the form of production roads and marketing access roads is badly damaged, electricity is not available at the salt business location, clean water is not yet available, and the flow of water in and out of the sea is silting.
- b. Weather is a factor that affects the number of products produced, the high intensity of rainfall causes salt farmers not to carry out salt production activities.
- c. Salt marketing is carried out directly by 1). Salt Farmers (Salt Farmer) — Buyers / direct users (Direct Buyers /Users);
 - 1) Salt Farmers (Salt Farmer) — Salt Collectors; and
 - 2) Salt Farmer — Middleman trader — Salt Storage Unit.

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