


Organizational Structure, Governance, Leader Characteristics and Organizational Performance: Case Study of Sinergy Tani and Harapan Gumanti Farmers Group in Gumanti Valley, Solok Regency.

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Abstract

Until now agriculture is still a superior basis for the economy of rural communities. The aims of this research are (1) To determine the role of the organizational structure of farmer groups in the Gumanti Valley. (2) Knowing the role of governance in farmer groups in the Gumanti Valley. (3) knowing the role of leader characteristics in farmer groups in the Gumanti Valley. (4) knowing the role of performance in farmer groups in the Gumanti Valley. The approach used in this research is a qualitative approach. Data obtained through observation techniques, interviews, and documentation. Test the validity of the data by means of data triangulation. Data analysis techniques use comparative or comparative analysis. The results showed that the organizational structure of Sinergy Tani and Harapan Gumanti was clearly arranged according to the division of labor, duties and authority of each organization's management. The management of the Sinergy Tani farmer group is carried out based on the AD ART that has been made. in the Harapan Gumanti farmer group organization also manages organizational management. characteristics of the leaders of farmer group organizations Sinergy Tani this organization seems to be dominated by organizational leaders. Leaders are dominant in decision making. In the Harapan Gumanti Farmer Group organization, leaders maintain transparency to build member trust. The performance of the Sinergy Tani organization has made various efforts so that it can cultivate farming businesses to remain stable. Meanwhile, the Harapan Gumanti farmer group organization divides the work in shifts starting from the processing of land, planting to harvest time.

Keywords: *Organizational Structure, Governance, Leader Characteristics and Organizational Performance*

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1. Introduction

Indonesia is an agricultural country whose economy is supported by plantations and agribusiness or agriculture. Agriculture is one of the community activities in an effort to utilize land to meet daily needs and also as a provider of raw materials for industrial needs, so that these agricultural activities can support the needs of people's lives (Azmi et al., 2022). According to Soetrisno (2017) agriculture can be interpreted in a narrow sense and a broad sense. Agriculture in a narrow sense is the processing of plants and the environment in order to provide a product. While in a broad sense agriculture is the processing of plants, livestock and fish to provide a product. Good agriculture is agriculture that can produce a much better product if the plant is left naturally.

The performance of agriculture-based enterprises can be improved by increasing the human resources of farmers. Good quality human resources determine the success of the business. In today's millennial era, farmers must be able to adapt to changing times and make innovations in agriculture so that the quality of life of farmers also increases. Today's agricultural system requires farmers to collaborate in order to achieve greater agricultural goals and results. To achieve these goals cannot be done by individuals, there must be a forum for farmers to achieve these success goals, one of which is through organizations. An organization is a forum for group association that is clearly arranged between officers and their duties related to achieving certain goals, which are generally related to the security aspects of the organization's members. An organization is a social institution consisting of a group of people with various established patterns of interaction (Raharjo, 2021).

The ability of farmers to understand the science of organizations and the values within them will improve the quality of farmers and agricultural products. In an organization there are several important things that must be understood by members of the organization, such as organizational structure, governance, leader characteristics and organizational performance.

Organizational structure is a system or network of work on tasks, reporting and communication systems that link together individual work with groups (Wahjono, 2022). The organizational structure determines how tasks will be divided, grouped and coordinated formally. The organizational structure shows the framework and arrangement of fixed patterns of relationships between functions, parts or positions as well as people who show the different duties, authorities and responsibilities of each organization. (Juru, 2020). A good organizational structure tries to create harmony and harmony of work.

Governance can be defined as the utilization of human or other resources needed to achieve certain goals. Organizational governance is a way to regulate and control the relationship between management (managers) and interested parties (stakeholders) of the organization. In its implementation, governance serves to regulate processes, habits, policies, rules, related to institutions that affect the direction, management, and control of an institution. Governance is a system and process, not a



single activity and therefore the successful implementation of a good governance strategy requires a systematic approach that combines strategic planning, risk management, and performance management (Anna, 2022).

An organization will run well, if the leadership has a high sense of responsibility. A leader's sense of responsibility is one of the characteristics of ideal leadership. But no less important is that a leader must be intelligent, so that he can always choose and solve a problem faced in the organization he leads.

Agricultural system development must focus on superior products with the aim of reducing costs, increasing farmer productivity, so that it can generate profits for farmers. Improvement in the leading sector is carried out with consideration that is in accordance with the agroecosystem to increase productivity and value.

Lembah Gumanti is a fertile area and is one of the agricultural-based areas with its leading agricultural commodity is a consistent producer of shallots in Solok Regency and its production results, Governance on agriculture by planting shallot seeds in the Gumanti Valley area is one of the strategies to develop and improve the welfare of farmers. At certain times the supply of shallots is insufficient with high demand resulting in price increases. This is a value in itself and an opportunity for shallot farmers to benefit.

Many farmer groups are scattered around the Lembah Gumanti sub-district, both those that have been established for a long time, newly established and there are also seasonal farmer groups, such as political years and so on. Of the many farmer groups, there are several obstacles faced by farmer groups to build an organization and also group members, such as agricultural facilities that are not fully adequate, the cohesiveness of farmer group members to achieve goals, organizational governance for sustainable agricultural systems, and the distribution of results for the welfare of members.

Of the many obstacles faced by farmer groups, the most prominent is in terms of agricultural products, farmers often face the problem of price changes. This unstable and often changing price condition causes losses for farmers because the cheap price of production is inversely proportional to the higher production costs, where every year and even every month the price of fertilizers and pesticides is increasing sharply and is very expensive and also difficult to obtain, so that farmers often complain about the high cost of production. Another problem for farmers' welfare is that imports also cause local agricultural prices to drop dramatically. In addition, farmers sell their products to middlemen instead of directly to *toke*, which affects the profits earned by farmers. For this reason, it is very necessary for the role and attention of the government to actively determine the price scheme to the distribution of agricultural products, including the stability and balance of production prices with production costs such as fertilizers and pesticides. So that the welfare of farmers can be maintained.

2. Literature Review

Organization Structure

Organizational structure is a way of dividing work tasks which are then grouped and coordinated formally. organizational structure is defined as the formal framework of the organization with which work tasks are divided, grouped, and coordinated. A good organizational structure seeks to create harmony and harmony of work. The organizational structure is a system that must be implemented by managers to drive activities to achieve unity of purpose. The organizational structure must always be evaluated to ensure its consistency in the implementation of effective and efficient operations to meet current needs (Nurhayati, 2013).

The organizational structure should always adjust to the development of public and environmental needs. This aims to create effective organizational performance and fast work processes. From the explanation above, it can be concluded that the organizational structure describes the framework and arrangement of relationships between functions, parts or positions, also shows the organizational hierarchy and structure as a forum for exercising authority, responsibility and reporting systems to superiors and ultimately provides stability and continuity that allows the organization to stay alive even though people come and go and coordinate relationships with the environment. Organizational structure can avoid or reduce confusion in carrying out tasks (Rusdiana, 2021).

An organizational structure is a formal authority of work within an organization. This structure, which can be shown visually in an organizational structure, also serves many purposes. The organizational structure is a comprehensive design for planning, implementing and observing activities carried out by management. Then it is conveyed that the organizational structure is a system of tasks, reporting, and power relationships in which the entire organization runs. The organizational structure describes a framework and arrangement of relationships between functions, parts or positions, which determine the level of the organization and the structure becomes a place for the implementation of authority, responsibility and reporting systems to superiors that provide continuous stability that can allow the organization to survive and coordinate relationships with the environment (Masyuroh, 2022).

Mahmoudsalehi et al (2012) define organizational structure as work roles and administrative mechanisms to control and integrate work activities. This study focuses on the four most important aspects of structure including centralization, formalization, complexity, and integration. Centralization describes the extent to which the rights to make decisions and evaluate activities are concentrated. Formalization measures the extent to which an organization uses rules and procedures to determine behavior. Complexity refers to the extent to which different functions are differentiated with respect to purpose, task orientation, and degree of autonomy. Integration describes the extent to which the activities of separate players in the organization can be coordinated through formal coordination mechanisms. Although these are not the only structural factors that influence organizational design, they are the four basic elements in control and coordination and are often critical to firm performance (Mahmoudsalehi, 2012).

Organizational structure is a system that must be implemented by managers to drive activities to realize unity of purpose. The organizational structure must always be evaluated to ensure its consistency in the implementation of effective and efficient operations to meet current needs (Nurhayati, 2013).

Governance

In general, governance is a systematic effort in a process to achieve organizational goals, through management principles that include planning, implementation, control, and evaluation functions. Thus, governance has the main objectives, namely to implement benefits, reduce the occurrence of risks, and optimize the resources owned (Zamzani et al., 2018). Thus, the vision and mission must be about future planning. Governance will be realized if it has principles that generate trust such as accountability, effectiveness, efficiency, orientation, kinship, participation, law enforcement and transparency.

Organizational governance or organizational management procedures are a system or method or process that regulates and controls the relationship between management (managers) and all parties with an interest in the organization regarding their rights and obligations, which aims to create added value for all interested parties.

Management objectives will be achieved if the steps in the implementation of management are set appropriately. Supardi (2015) states that the steps for implementing management based on objectives are: determine the strategy, determine the means and limits of responsibility, determine targets that include outcome criteria, quality and time limits, determine the measurement of the operation of tasks and plans, determine work standards that include effectiveness and efficiency, determine measures to assess, hold meetings, implementation, conduct assessments, and conduct periodic reviews. Based on this, the purpose of management will not be separated from utilizing human resources, facilities and infrastructure effectively and efficiently so that organizational goals are achieved.

Leader Characteristics Definition of Leader

In Indonesian "leaders are often called *penghulu*, *pemuka*, *pelopor*, *pembina*, *panutan*, *pembimbing*, *pengurus*, *penggerak*, *ketua*, *kepala*, *penuntun*, *raja*, *tua-tua* and so on. A leader is a role in a particular system; therefore someone in a formal role does not necessarily have leadership skills and is not necessarily able to lead (Yuliana & Widayati, 2018).

Leadership broadly includes the process of influencing in determining organizational goals, motivating subordinate behavior to achieve goals, influencing to improve the group and its culture. It also influences the interpretation of events of subordinates, organizing and activities to achieve goals, maintaining cooperative relationships and group work, gaining support and cooperation from people outside the group or organization. Leadership is simply a tool, means or process to persuade people to do something voluntarily or joyfully.

Leader Function

Leaders hold an important function in an organization. According to Sondang P. Siagian (2013) Since the ability to make decisions is the main criterion in assessing the effectiveness of one's leadership, it means that there are other criteria that can and are usually used. The various criteria revolve around the ability of a leader to carry out various leadership functions.

Based on the explanation above, realizing how important leadership is in the organization, not just anyone can become a leader, of course, who meets the requirements, both administrative requirements and organizational leadership experience. This can be in the form of class / rank, academic position, or has been an official in accordance with existing procedures. Even then, it is still not enough without the support of skills, assertiveness, and dedication as well as a strong vision of the prospective leader. The vision includes the ability to predict or see future events. This ability to predict the future is what cannot be done by everyone who becomes a leader (Suwarno, 2019).

Organizational Performance

The word performance comes from English *job performance* or *actual performance* which means work performance or work results both in quantity and quality. These work results are certainly the estuary of the process formulated in the work system (Procedure Operational System) (Suwarno, 2019). Performance is what can be done in accordance with its duties and functions. Performance is the level of achievement of the implementation of an activity in realizing organizational goals. Organizational performance is the final result measured based on the goals and objectives that have been set (Suryani, 2018). Performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned. Performance is the quality of task-oriented and work-oriented behavior. This means that the performance of employees in an organization is determined by the attitude and behavior of employees towards their work and the orientation of employees in carrying out their work.

Definition of Agriculture

Agriculture is one of the activities of the community in an effort to utilize land to meet daily needs and also as a provider of raw materials for industrial needs, so that this agricultural activity can support the needs of people's lives. This activity is known as farming or plant cultivation. According to Law No. 19 of 2020, agriculture is the activity of managing biological natural resources with the help of technology, capital, labor and management to produce agricultural commodities which include food crops, horticulture, plantations, and/or livestock in an agroecosystem.

Agriculture is a type of production activity based on the growth process of plants and animals. Agriculture in the narrow sense is called smallholder agriculture. Meanwhile, agriculture in a broad sense includes agriculture in the narrow sense, forestry, animal

husbandry, plantations, and fisheries. Broadly speaking, the definition of agriculture can be summarized into four inseparable components. These four components include: (1) the production process, (2) farmers or agricultural entrepreneurs, (3) land for business, and (4) agricultural businesses.

Agriculture is not only an economic activity to generate income for farmers but a way of life for most farmers. Agriculture can also be defined as human activities in clearing land and planting it with various types of crops, both annual and seasonal crops, food crops and non-food crops, and used to raise livestock and fish (Azmi, 2022).

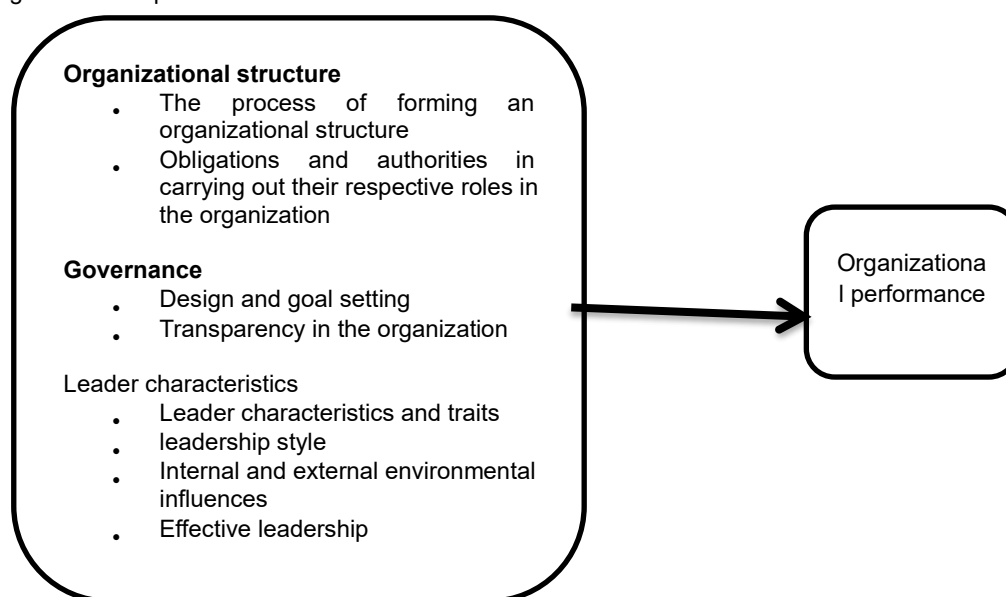
Previous Research

In this research the author is guided by previous scientific writers who have existed in the previous year and have available publications. This scientific writing can be used as a guide because according to the author there are similar themes with the title of what the author will research. Here are some previous studies related to the author's research:

Conceptual Framework

The conceptual framework is the relationship between theories or concepts that support the research used as guidelines in systematically structuring the research. The conceptual framework guides researchers to systematically explain the theory used in the study. This research will be explained in the conceptual framework below:

Figure 1 Conceptual Framework



3. Research Methodology

The type of research conducted is *field* research using qualitative methods and a qualitative descriptive approach. A descriptive approach is a research procedure that produces descriptive data in the form of written or spoken words from the people studied. Ahmad Mustanir (2017) in Nippi (2019) argues that there are main reasons for using qualitative methods, namely this approach has advantages in revealing phenomena from the prevalent habits of community participation in development planning, in this context, community participation in empowering farmer groups. Then because the qualitative approach has high flexibility for researchers when determining research steps. According to Burhan Bungin, qualitative research methods are a form of social research that uses a qualitative descriptive format that aims to describe, summarize various conditions, as situations or various phenomena of social reality that exist in society which are the object of research, and try to draw that reality to the surface as a characteristic, character, trait, model, sign, or description of certain conditions, situations or phenomena.

According to Bogdan and Taylor (in the book Lexy J Moleong) define qualitative research methods as research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior. By conducting research with qualitative methods, it will assist researchers in completing and summarizing all the data needed in the preparation of this thesis. The practical implications of business indications in this study need to re-evaluate the incubation process, and should be considered from the beginning of the process, innovation and policy.

To obtain the data to be studied, the authors conducted research in Nagari Alahan Panjang, Lembah Gumanti District. To get accurate data and evidence, the author takes approximately 3 months.

Primary data is data obtained from the first source, either groups or individuals such as the results of interviews that can be conducted by researchers. Primary data is the main data source obtained through the words or actions of the people observed and interviewed. The sources of data that the authors get in this study are observations and direct interviews with farmer group administrators.

Secondary data is primary data that has been further processed and presented either by primary data collectors or other parties. Secondary data is data that the author obtains from documentation, profiles, decrees, articles, books and media related to the problems that the author raises regarding the strategy of the Sinergy Tani farmer group in Gumanti Valley, Solok Regency.

4. Results and Discussion Research Results

Table 1 Comparison of cases between Sinergy Tani and Harapan Gumanti

Criteria	Sinergy Tani	Hope Gumanti
Organizational structure	Division of labor	Based on consensus and family principles, and has established a division of tasks and authority based on structure.
	Departmentalization	In addition to the core management, there are several working divisions such as marketing, public relations and the field of study programs.
	Hierarchy	Not too rigid between leaders and members, but all are responsible for their own work.
	Coordination	Coordination has been carried out both horizontally and vertically, directly or indirectly, regarding the running of various farmer group activity programs.
	Purpose of the organization	Has a concrete vision and mission
	Basic rules	Establish ground rules that are binding for all group members
	Surveillance	Cooperate with the agriculture office to conduct supervision
	Resource enhancement	The existence of counseling from the agriculture office and agricultural activities
Tata Manage	Leadership style	Based on deliberation
	Leader transparency	Promoting transparency and openness
	Relationships with parties outside the organization	Establish cooperation with agricultural offices, and government officials.
Characteristics Leader	Division of labor in the field	Scheduled to be divided into each farm location activity
	Profit sharing	There is a clear profit sharing based on percentages
	Obstacles	Marketing field, increasingly expensive capital and uncertain results
Organizational Performance		

Discussion Organizational Structure of Farmer Groups in Gumanti Valley District, Solok Regency

Organizational structure is a form of way in which tasks and responsibilities are allocated to individuals, where these individuals are grouped into offices, departments, and divisions (Rusdiana, 2021). Organizational structure according to Robbins (2016) is the formal arrangement of work in an organization. This structure which can be displayed visually in an organizational chart and also serves many purposes. The organizational structure is to show how work tasks are formally divided, grouped and formally coordinated. Also conveyed by Griffin (2014) reveals that the organizational structure is a system of task, reporting, and authority

relationships in which the organization does. Based on the opinions of the experts above, it can be concluded that the organizational structure is a hierarchical line that describes the various components that make up the company, where each individual or human resource within the scope of the organization has its own position and function.

Based on the results of research on the organizational structure of the Sinergy Tani farmer group, the organizational structure of the Sinergy Tani farmer group consists of the chairman, secretary, treasurer and group members. While the organizational structure of the Harapan Tani farmer group consists of the chairman, vice chairman, secretary, treasurer, study program, marketing, public relations and group members. All structures work according to their respective duties and authorities based on the division of labor that has been established. According to Hasibuan (2016) the division of labor is written information that describes the duties and responsibilities, working conditions, work relationships, and aspects of work in a particular position in the organization. The benefits of division of labor for an organization according to (Sutarto, 2012) mention, namely: To organize work, to combine work tasks or equipment, to divide tasks evenly, to determine the need for the number of employees, to find the location of a work obstacle and to encourage work interest.

As for the division of labor and the management system of the Sinergy Tani and Harapan Gumanti farmer group organizations, they are appointed by members based on the majority vote in a consensus meeting. The duties and authority of the management of the Sinergy Tani and Harapan Gumanti farmer group organizations have been given according to their respective abilities such as the group leader who is in charge of coordinating group members in every group activity, signing letters and supervising the performance of group members. Furthermore, the secretary is in charge of recording matters related to administration and the treasurer is responsible for managing group finances such as group savings, group characteristics and group capital. Thus the organizational structure itself is made for the benefit of the organization by placing competent people according to their fields and expertise. Therefore, it is very important for someone in an organization to have knowledge about organizational structure, behavior, processes, and results.

An organizational structure describes the hierarchy within an organization with the purpose of establishing how an organization can operate, and assisting the organization in achieving its future goals. An organizational structure, as a hierarchy, contains the components by which the founders and creators of the organization then describe the division of labor, and how activities within different organizations are coordinated. A good organizational structure will then show the specialization of each job function, as well as its delivery through a report.

In this case, the management of the Sinergi Tani and Harapan Gumanti organizations have their respective rights and authorities in carrying out their duties as stated in the organization's AD ART. The relationship between the management and members is not too rigid, the organization emphasizes the principles of togetherness and kinship in carrying out tasks and performance on behalf of the farmer group. This is in line with what Nurhayati (2013) states that the organizational structure serves as a tool to guide towards efficiency in the use of workers and all resources needed to achieve organizational goals.

Coordination is also one of the most important things in the organizational structure. Coordination is a process to connect an activity from separate departments in order to carry out organizational goals effectively (Julia, 2022). In this case, the Sinery Tani and Harapan Gumanti farmer groups always coordinate with all administrators who hold positions and group members. Good coordination in an organization will determine the course of an organization in terms of achieving goals and objectives effectively. Because the back and forth of an organization depends on the obedience of all existing elements consciously and synergistically to achieve the expected goals.

This is in line with previous research, namely Julia (2022) with the title Literature Review Determination of Organizational Structure: Technology, Environment and Organizational Strategy which states that in developing an organizational structure, leaders are able to determine expectations about what individuals and groups will carry out to achieve goals in an organization.

This research also supports previous research conducted by Putri et al (2022) with the title Literature View Organizing: HR, Organizational Goals and Organizational Structure which states that a well-directed organizational structure affects the organization and running of an organization. Then the results of this study are also in accordance with previous research, namely Hadian's research (2015) with the title influence of leadership, organizational structure, organizational culture on department performance and its implications for public services. The results of the study stated that there was a significant influence both partially and simultaneously from leadership variables, organizational structure and organizational culture on department performance and there was a strong influence of department performance on public services.

Farmer Group Governance in Lembah Gumanti District, Solok Regency

Organizational governance or organizational management procedures are a system or method or process that regulates and controls the relationship between management (managers) and all parties with an interest in the organization regarding their rights and obligations, which aims to create added value for all interested parties. Management objectives will be achieved if the steps in the implementation of management are determined appropriately. Management objectives will be achieved if the steps in the implementation of management are determined appropriately.

Setting the basic purpose of the organization is one of the important indicators in organizational governance. Purpose is the source of legitimacy that justifies every organizational activity, as well as for the existence of the organization itself. The purpose of the organization includes several functions, including providing direction by describing the future state that the organization is constantly trying to pursue and realize. Thus, the goal also creates a number of guidelines for the foundation of organizational activities. In addition, goals also function as benchmarks that can be used by organizational members and outsiders to assess the success of the organization, for example in terms of effectiveness and efficiency. In this way, organizational goals also function as benchmarks for scientists in the field of organization to try to find out how far an organization is running well (Satari, 2013). Based

on the results of research on the governance of Sinergy Tani and Harapan Gumanti farmer groups, basically both have the aim of improving the economy of group members and developing human resources in agriculture. Because management objectives will not be separated from utilizing human resources, facilities and infrastructure effectively and efficiently so that organizational goals are achieved. This is in line with previous research by Putri (2022) with the title Literature Review Determination of Organizational Structure: Technology, Environment and Organizational Strategy which states that organizational goals and human resources affect organization. The right organizational goals can improve the right quality and improve organizing.

Both the Sinergy Tani farmer group and the Harapan Gumanti farmer group also have basic rules contained in the AD ART where each farmer group has a fixed monthly meeting schedule, a division of labor process and also sets sanctions for violations that may be committed by group members. This is done to avoid sensitive matters that can cause divisions between members of the organization and adversely affect the farmer group organization itself. So that in maintaining the mutual relationship between the management and fellow members, the Sinergy Tani and Harapan Gumanti farmer groups always maintain emotional closeness, friendship and openness between fellow members. Therefore, every policy implementation in the context of improving a good organizational governance system must have a strong legal basis, either in the form of regulations or decisions (Saputra, 2020: 7).

In an organization, supervision is one of the important functions so that an organization can run according to the path to achieve predetermined goals. Hasibuan (2015) says that supervision is the process of observing all organizational activities in order to better ensure that all work being carried out goes according to a predetermined plan. Supervision is the most essential management function, no matter how good the work carried out without supervision cannot be said to be successful. Supervision related to actions or efforts to rescue the course of the company towards the desired goal, namely the planned goal (Efendi, 2014).

In this case, the Harapan Gumanti farmer group also conducts routine supervision of the performance of the farmer group through the Agriculture Office and also the apparatus or management in the group members, so that every division of work carried out runs effectively and efficiently. Effective supervision helps our efforts to organize planned work to ensure that the implementation of the work takes place according to plan. The implementation of a plan and program without being accompanied by an intensive and continuous supervision system will clearly result in slow, or even non-achievement of predetermined goals and objectives. So supervision is important to carry out, considering that supervision can affect the life and death of an organization or bureaucracy, and to see whether the implementation of work is in accordance with plans, orders, goals, and policies in an effort to achieve predetermined goals.

In the implementation of organizational governance, increasing motivation and human resources is also very important so that management runs according to goals. Human resources are various activities or activities directed at learning for individuals and groups. Harapan Gumanti farmer group is very aware of this, so this group also develops and improves the resources of organizational members by working with the Agriculture Office and providing counseling on crop cultivation and assistance to the organization. With the ability of human resources in the organization, it will greatly affect the increase in work productivity in the organizational environment.

The results of this study are in line with Saputra's research (2020) with the title Village Governance towards Improving Public Services in Pematang Johar Village. The results of the study state that the governance carried out by the Pematang Johar village government is inseparable from the results of good leadership so that it can manage and organize a good village government system. The services provided by the village government through the e-Village program have been carried out well, although not maximally due to the limited ability of the community to implement this e-Village program.

In addition, this research also supports previous research, namely by Saridin (2022) with the title of research on agricultural resource governance based on food crop farmer groups in West Pasaman district. The results showed that the management of food crop agricultural resources requires several things, namely, (1) resources by involving various parties. Middle class farmer groups help their members more in obtaining agricultural resources than advanced class farmer groups, and advanced class farmer groups help their members more in obtaining agricultural resources. This means that the higher the class of farmer groups, the better the management of food crop agricultural resources at the farmer group level in West Pasaman District. This is in accordance with the preposition of this research that the higher the class of farmer groups, the better the farmer groups manage agricultural resources in West Pasaman District. If the higher the class of farmer groups, the more they receive assistance programs from the government. (2) Farmers who have a narrow category of land area tend to utilize toke or collectors in their farming activities. Meanwhile, farmers with a large land area tend to use financial institutions such as banks and cooperatives.

Leadership Characteristics of Farmers Group of Gumanti Valley, Solok Regency

Leader means someone who has the ability to organize an organization's activities so that these activities can be carried out efficiently. Furthermore, in order for order to occur in organizational activities, arrangements are needed regarding the division of tasks, ways of working and the relationship between one job and another. A leader is a role in a particular system, therefore someone in a formal role does not necessarily have leadership skills and is not necessarily able to lead (Yuliana, 2018). A leader is someone who uses his authority and leadership to direct others and is responsible for that person's work in achieving a goal. Realizing how important leadership is in organizations, not just anyone can become a leader, of course, who meets the requirements, both administrative requirements and organizational leadership experience. According to Yuliana, (2018) the concept of leadership is closely related to the leader's power in obtaining tools to influence the behavior of his followers.

The characteristics of leadership in the Sinergy Tani farmer group are that the current leader who was chosen to be the head of the Sinergi Tani farmer group organization is because the leader has ideas and ideas given to the group not only by manual farming, but also suggests that there are innovations carried out on an ongoing basis that aim to support the welfare of the organization's members. The leader also has a firm character, and is forward-oriented. Meanwhile, in the Harapan Gumanti farmer

group, there are several criteria set by members to choose a leader in the farmer group organization such as having broad insight, authority, charisma and also good communication skills inside and outside the organization. In addition, to become a leader in the Harapan Gumanti farmer group, he must also have certain advantages in agriculture, such as understanding agricultural science such as soil levels of substances in pesticides and fungicides and also a leader must be able to find and take advantage of opportunities that exist to make an organization more advanced.

This is in line with what is found by Purwanto (2013) that everyone who is appointed as a leader is based on the advantages he has over the people he leads. Therefore, to become a leader, certain conditions are needed, namely characteristics or good traits that must be possessed by a leader.

Furthermore, the leadership character built by the chairman of the synergy farmer group Tani and Harapan Gumanti always prioritizes deliberation and consensus, in any activity members of the organization are involved and also participate in building future ideas or ideas that are beneficial to the Harapan Gumanti organization. Consensus deliberation is an activity of discussing and deliberating to solve problems that result in mutual agreement, consensus deliberation aims to strengthen family ties. Consensus deliberation is carried out as a way to avoid voting that results in minority and majority groups (Pratiwi, 2018).

In addition, a leader must also have the ability to cooperate with outsiders and seek a wider network. In this case, the head of the Sinergy Tani farmer group cooperates more with national and international private companies, such as PT Bayern, PT Nufarm, PT Tani Murni and PT Indofood. Meanwhile, the Harapan Gumanti farmer group always maintains a good relationship with the government such as the agriculture office, agricultural extension agency and Solok district council members. This is done to obtain financial assistance, facilities that support agricultural cultivation and to improve human resources related to agricultural cultivation such as participating in agricultural counseling and seminars on agriculture.

A leader must be able to realize the potential factors that can affect the motivation of subordinates to work harder. This is very important because having motivated employees is the key to the success of an organization (Campos, 2019). Based on the results of the study that the leader of the Harapan Gumanti farmer group always tries to involve every member of the organization in sharing knowledge about agriculture and all are for the mutual benefit and welfare of group members. The leader of the organization nurtures members by seeing his performance by going directly to the field first so that the ideas or ideas of a leader can be obeyed by the management and also members of the organization and also get full support from the members of the organization itself. This is done to build an existence in the community that leaders are not only able to command but nurture and be able to motivate the performance of each member of the organization.

This is in line with previous research, namely Hadian's research (2015) with the title of the influence of leadership, organizational structure, organizational culture on department performance and its implications for public services. The results of the study stated that there was a significant influence both partially and simultaneously from leadership variables, organizational structure and organizational culture on department performance and there was a strong influence of department performance on public services.

This research is also supported by previous research conducted by Yuliana (2018) with the title analysis of the characteristics of leaders admired by subordinates. The results of the study state that in the theory of the nature of these leaders, it shows that of the 20 (twenty) traits of leaders there are 4 (four) big ones that are most admired by subordinates, namely Honest, Competent, Responsible, and Forward-Oriented.

This research is also in line with previous research conducted by Sahadi et al (2020) with the title Ideal leadership character in organizations. The results showed that ideal leadership is a dream or hope for every organization. There are 8 (eight) ideal leadership characters, namely: intelligent, responsible, honest, trustworthy, initiative, consistent, firm and straightforward. Character is the key determinant in the success of an organization. This will bring blessings to all members of the organization. Forward and backward, the success and failure of an organization is largely determined by the leader, because the leader is the controller and determinant of the direction to be taken by the organization towards the goals to be achieved.

This research is also supported by Permadi (2021) with the title Leadership Character Building through Social Movement in Student Organizations, which says that Indonesia's young generation, who are future leaders, must be cared for, fostered, and directed so that they are able to become superior elements in society to advance the nation in the future.

Organizational performance of farmer groups in Gumanti Valley, Solok Regency

Performance is what can be done in accordance with its duties and functions. Performance is the level of achievement of the implementation of an activity in realizing organizational goals. In order to realize optimal organizational performance results, each organization must try to achieve its goals by utilizing its resources while ensuring long-term organizational sustainability. Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of organizational members. According to Surjadi (2009) Organizational performance is the totality of the work results achieved by an organization. The achievement of organizational goals means that the performance of an organization can be seen from the extent to which the organization can achieve goals based on predetermined goals.

This means that the performance of an organization can be seen from the extent to which the organization can achieve goals based on predetermined goals. Performance is the result of cooperative activities among members or components of the organization in order to realize organizational goals. Simply put, performance is a product of administrative activities, namely cooperative activities in an organization or group to achieve goals whose management is commonly referred to as management. The division of labor process is very necessary in an organization, in addition to making it easier to achieve the goals of each performance carried out, the division of labor in an organization also helps the process of applying responsibilities to each member of the organization.

Based on the results of the study that the Sinergi Tani farmer group in the distribution of performance is directly appointed by the head of the organization for each member who gets the task of carrying out his activities in agriculture, the direct appointment is made by the chairman. As in the distribution of seeds, the appointment of land to be planted and the use of fertilizers that will be implemented to treat the agricultural products themselves are determined by the chairman and also members of the organization, and the land used for group crops is the land of the head of the organization.

While the Harapan Gumanti farmer group in the division of performance in the field, the Harapan Gumanti farmer group divides the work in shifts such as in the process of planting shallots starting from processing carried out in mutual cooperation, the treatment process such as spraying is carried out in turn, each member gets their respective rations to spray until the harvesting process later. If the labor capacity is insufficient for plant maintenance, the Harapan Gumanti farmer group organization recruits several workers to carry out maintenance, the salary of the bird is taken from the cash or operational costs for one trip of the plant.

This is in line with what is stated by Suryani and Jhon, (2018) that organizational performance is seen as the result of the process carried out by individuals in it based on predetermined planning. This means that organizational performance will be achieved if the task or work is carried out effectively and efficiently and remains relevant to the wishes of all stakeholders. Good or bad organizational performance will have an impact on the good and bad delivery of service quality to the public.

The results of this study support previous research conducted by Pradatya (2022) with the title Organizational Performance in Tourism Supply Chain Management: How the Role of Human Resource Management, Customer Satisfaction. The results showed that human resource management has a direct impact on customer satisfaction, but there is no certainty on organizational performance. Therefore, various elements must be boosted to improve organizational performance.

In addition, this research is also supported by previous research conducted by Nurhayati (2013) with the title the role of organizational structure and remuneration system in improving performance. The results of this study indicate that increasing the higher work motivation of tax service office employees in work activities will further improve their performance. In addition, this research is also in line with research conducted by Sinambela (2021) entitled The Effect of Total Quality Management and Knowledge Management on Organizational Performance. The results showed that there was a significant influence provided by TQM for the formation of organizational performance. Research also shows that organizational performance is formed due to the significant influence of efficient organizational management.

5. Conclusion

Based on the results of research conducted by the author on organizational structure, governance, leadership characteristics and organizational performance, the following conclusions can be drawn:

1. The organizational structure of the Sinergi Tani farmer group is clearly arranged in accordance with the division of labor and duties of each organizational board. Which is the selection of the management structure based on musyawarah seen from the experience and skills of each. Meanwhile, the Harapan Gumanti farmer group organization has also been arranged in accordance with the division of labor.
2. The management carried out by the Sinergi Tani farmer group is based on the AD ART that has been made and there are also certain standards set by the Sinergi Tani farmer group. The Sinergi Tani farmer group also avoids things that will create divisions between organizations, which is also one of the reasons the Sinergi Tani farmer group still exists today. Meanwhile, the Harapan Gumanti farmer group organization also manages organizational management by always complying with the rules and standard criteria that have been set, maintaining transparency and reciprocal relationships between fellow administrators and members, and also conducting supervision by bringing in the agriculture office to provide agricultural counseling to members of the Harapan Gumanti farmer group to be more motivated and take advantage of existing resources in agriculture. It can be seen that the management of the Harapan Gumanti farmer group organization is very enthusiastic to jointly improve human resources both from the management and to active members of the organization. The existence of motivation to further improve human resources is also easier for the organization and members of the organization itself to improve the quality of the organization and the quality of the agriculture they have.
3. The characteristics of the organizational leader of the Sinergi Gumanti farmer group concluded that this organization looks more dominated by the leader of the organization itself. However, the head of the organization also maintains communication and transparency with members and also collaborates with outside parties that have a positive impact on the Sinergi farmer group. In addition, the leader of the farmer synergy organization also has characteristics that have links and networks owned by the leader of Sinergi Tani is quite extensive, he has good networks and communication with several private PTs and can take advantage of these opportunities which also have an impact on the farmer group itself, the leader of the Sinergi Tani farmer group organization is also involved in several political activities, and also has emotional closeness with several officials. Whereas in the Harapan Gumanti Farmer Group organization, the leader is very transparent to both build trust and transparency to all members, their organization also reports every month and also the annual report clearly and it can be obtained by all members of the farmer group organization In maintaining group cooperation, the leader of the Harapan Gumanti farmer group organization, shows his performance first so that the ideas or ideas of a leader can be obeyed by the management and also members of the organization and also get full support from the members of the organization itself, the performance carried out in the form of organizational leaders plunging first in agricultural activities. Pempin also builds an existence in the community, because the existence and achievements of organizational leaders are also needed as a guide for organizational members, for example in extension activities, training activities and seminars, a leader shows his existence.

4. The performance of the Sinergy Tani farmer group organization already has a clear division of performance for the sustainability of the organization itself such as making various efforts to continue to cultivate and keep farming businesses stable both in terms of yield and agricultural prices, trying to minimize existing obstacles by working with various companies to get capital assistance, pesticide fertilizers or plant seeds. While in the Harapan Gumanti farmer group organization, dividing the work in shifts such as in the process of planting shallots starting from processing is done in mutual cooperation, the maintenance process such as spraying is carried out in turn, each member gets their respective rations to spray until the harvesting process later. If the labor capacity is insufficient for plant care, the Harapan Gumanti farmer group organization recruits several workers to carry out maintenance, the salary of the bird is taken from the cash or operational costs for one trip of the plant. So every member of the group does not feel burdened.

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