



Research Paper

Organizational Strategy in Supporting National Food Security in Pamekasan Regency

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Abstract

Food is a basic human need that must always be satisfied. Getting food is a human right. The Food Security Act also clarifies and strengthens the achievement of food security, achieving food self-sufficiency through food independence, and food security. Today, the spread of foot-and-mouth disease in livestock can cause economic damage, as it reduces meat and milk production and makes animal trade difficult. The aim of this study is to identify strategies implemented by municipalities to support national food security during outbreaks of bovine foot and mouth disease. The type of study is descriptive qualitative, and this study focuses on the strategy of Pamekasa Regency Food Security and Agriculture Service in dealing with outbreaks of bovine foot and mouth disease and outlining the strategies of the government with five indicators namely objectives, environment, direction, action or action and learning. Purposive sampling with observation, interview, and documentation methods is used as a technique to determine informants to obtain information. Data analysis techniques are data reduction, data presentation, and inference. The results of research using indicators of organizational strategy, namely the goal indicator is still not good inequality in providing free vaccinations in each region. The environmental indicator has been running well, but the direction indicator has not been running well because not all farmers know the directions on how to bring in cattle from outside the region. The action indicator has not been maximized in leveling communication, information, and education, and the learning indicator has been running well.

Keywords: *Strategy; Organization; Food Security*

INTRODUCTION

Food plays an important role in the life of a nation. Food availability below demand can lead to economic instability. When food security is disrupted, social and political upheavals can also occur, and even critical food conditions can threaten economic stability and national stability. Food security is a national condition for feeding people, which is expressed in the availability of sufficient food both in quantity and quality, which is safe, versatile, nutritious, fair and reasonable price and does not conflict with religion, beliefs and culture. the community can live healthy, active and productive lives in a sustainable way. The Food Security Act also clarifies and strengthens the achievement of food security by implementing food self-sufficiency through food tolerance and food security. According to the Global Food Security Index (GFSI), Indonesia's food security in 2022 is indeed weaker than last year. The GFSI reported that Indonesia's food security index score was 61.4 in 2021, but the index dropped to 59.2 in 2022. The index raises Indonesia's food security to 69th place among 113 countries in 2022. The GFSI measures a country's food security using four indicators: affordability, availability, quality and safety, and natural resources. Based on BPS data, the total beef cattle population in Indonesia in 2021 is 18,053,710 heads. This figure increased by 3.51% from the previous year of 17,440,393 heads. There are 10 provinces in Indonesia with the highest population throughout 2019-2021, namely East Java, Central Java, South Sulawesi, West Nusa Tenggara, East Nusa Tenggara, North Sumatra, Lampung, Bali, Aceh, and Central Sulawesi, but the trend of beef production is still declining, not in line with the increase in cattle population, Based on data from the Directorate General of Livestock and Animal Health, in 2021 Indonesia's

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beef production was 437,783.23 tons, a decrease of 3.44 percent compared to 2020 of 453,418 tons (Qodriyatun, 2022). Food security cannot be separated from the variability of food production itself, as it is affected by several aspects, one of which is the outbreak of foot and mouth disease in livestock. The researchers wanted to know about the strategies of the Pamekasan District Food Safety and Agriculture Agency to combat the outbreak of foot-and-mouth disease in cattle.

LITERATURE REVIEW

The literature review represents the theoretical core of an article. The purpose of a literature review is to “look again” what other researchers have done regarding a specific topic. A literature review is a means to an end, namely to provide background to and serve as motivation for the objectives and hypotheses that guide one’s own research. A good literature review should not merely provide a summary of previous relevant research; the researcher is also expected to critically evaluate, re-organize and synthesize the work of others.

Definition of Strategy

According to Chandler (1962), strategy is a means of realizing the long-term goals and objectives of the organization, implementing initiatives, and allocating resources necessary to achieve the set goals. According to Hamel and Pharalad, strategy is an activity that gradually or continuously increases and is constantly implemented based on what customers expect in the future. Michael Armstrong (2003: 38) reveals that strategy pays close attention to the long-term direction and scope of the organization. Strategy is also critically concerned with the organization's own position with respect to the environment and specifically with respect to its competitors. The strategy takes seriously the procurement of competitive advantage, which is ideally sustained over time, not by technical maneuvers, but by using an overall long-term perspective. Mulgan (2009: 19) argues that public strategy is the systematic use of public resources and strengths by public bodies to achieve goals and suggests that public strategy provides direction for how the government thinks and acts. The best strategy is to provide clarity to the government about what will be achieved and how to achieve it. According to David (2006: 8), strategy is a united, comprehensive, and integrated plan linking excellence and government strategy with environmental challenges and planning to ensure that the main objectives can be achieved through proper implementation by government administration. Furthermore, Quinn (1999: 10), defines strategy as a form or plan that integrates the main objectives, policies and series of actions in an organization into a unified whole.

Strategy Indicators

According to Wheelen and Hunger (2018) is the process of realizing strategies that have been formulated into action through three indicators, namely:

1. Program, description of the activities or steps necessary to complete a one-time plan. Programs include company restructuring, changes in the company's internal culture, or the launch of a new research project.
2. Budget, program expressed in monetary units. Each program details costs, allowing management to plan and monitor activities, as well as determine performance through financial statements to show impact on financial position.
3. Procedures, procedures, or generally known as standard operating procedures, are a system of sequential steps or techniques that describe in detail how to complete a task.

As stated by Rumelt (2011) there are certain characteristics that can be indicators of the effectiveness of a strategy and at the same time, hint at whether the strategy is credible enough to be realized, among others, Consistency, Self-Adjustment, Value Creation and Self-Potential.

As for some strategy indicators according to Kaplan and Norton, (2000) include: strategy to balance opposing forces (Strength), a strategy based on different customer value propositions (Values), value is created through internal processes (progress), the strategy consists of themes that complement simultaneously (Theme), strategic alignment determines the value of intangible assets (Harmony).

Strategy implementation, according to Geoff Mulgan (2009) outlines the government strategy into five (5) indicators, namely:

1. Purposes: Efforts to achieve things that become targets that will be reached by the organization or government apparatus. In this dimension, it is explained, among others, in order to understand why the goal is something important and valuable, then what makes the goal a necessity to be implemented by the institution, and what kind of expectations it has in implementing the goal.
2. Environment: The space in which nature, humans, and all conditions in it affect survival. Analyzing the environment, meaning that in the context of action it is necessary to analyze what threats and opportunities may exist in the future, then analyze the extent of the organization's capacity to implement the strategy.
3. Directions, Directives that will be carried out by the Regional Government. Strategic achievements, namely determining what strategic priorities are to be made and what targets are to be achieved within a certain time that has been mutually agreed upon.
4. Action: Steps taken or carried out by the Local Government in carrying out its duties and authorities. Determining the actions to be taken, this stage contains, among others, what strategies will be used in achieving these goals, what policies have been issued to achieve these goals, and what kind of implementation has been done so far.
5. Learning the system that is carried out on the apparatus. The last strategy in learning is how to react to it and how the evaluation will be carried out in the implementation of the strategies that have been carried out.

From several theories and strategy indicators above, researchers use Mulgan's strategy theory because this theory explains several variables that are in accordance with the research topic in measuring the Pamekasan Regency Food Security and Agriculture Service's strategy in handling outbreaks of Foot and Mouth Disease in cattle.

RESEARCH METHOD

Object of this study is to know and analyze the strategies of government organizations carried out in dealing with outbreaks of mouth and hoof disease in cattle in order to improve national food security. In this study using descriptive qualitative research, this research describes the phenomena that occur regarding the Strategy of the Pamekasan Regency Food Security and Agriculture Service in dealing with outbreaks of foot and mouth disease in cattle. The reason for using descriptive qualitative research is so that researchers will be required to be able to come up with questions to ask informants. Furthermore, this research interprets to answer research questions and collect detailed information using data analysis technique procedures over the required time of 3 months. The data sources in this research are primary data sources conducted by interviewing informants and using purposive sampling informant determination techniques and secondary data sources conducted by literature studies. Purposive sampling is a sampling technique of data sources with certain considerations, Sugiyono (2010).

Table 1. Profile Informants

No.	Informants	Reasons for Informant Selection
1.	Ir. Slamet Budiharsono, MM (Head of Animal Culture)	The reason for choosing this informant is to find out how optimally the strategy runs during the FMD outbreak.
2.	Mohammad Supandi, S.H (Head of Subdivision General and Staffing)	The reason is to find out personnel data and an overview of the office of the Food Security and Agriculture Office of Pamekasan Regency.
3.	R. Nanda Yulan Alfian, S.Pt (Animal Health Staff)	To find out how many actions have been taken by the Food Security, Agriculture Office of Pamekasan Regency regarding handling FMD outbreaks in livestock in the Pamekasan area.
4.	Parman (Cattle Farmer)	To find out how influential the Government is in handling this outbreak, also the IEC (Communication, Information and Education) imposed by the Government.
5.	Hosnan (Cattle Farmer)	To find out how influential the Government is in handling this outbreak, also the IEC (Communication, Information and Education) imposed by the Government.

Data collection techniques were applied through observations, interviews, and documentation. The data analysis technique of this study is related to the analysis of Milles and Huberman (1984), namely data reduction, data presentation, and conclusion drawing. In this study, the validity of data (trustworthiness) of qualitative research refers to (Moleong, 2016: 324), which is needed in the examination technique. The examination is based on three criteria, namely trustworthiness, transferability, and certainty.

FINDINGS AND DISCUSSION

The Food Security and Agriculture Office of Pamekasan Regency makes efforts to achieve a goal as the theory put forward by Suprpto (2011), namely to achieve a goal by providing free foot and mouth disease vaccinations in each region, but what happens in the field or conditions at the research location, not all cattle farmers get free foot and mouth disease vaccinations, but the vaccine is paid.

The Food Security and Agricultural Services Office of Pamekasan Regency strives to train the pastoralist community in creating a clean environment. This is done by the Pamekasan Regency Food Security and Agriculture Authority to maintain the health of cows and also to increase the immunity of cows to avoid transmission of foot and mouth disease. Attributed to the theory put forward by Munajat Danusaputra, on environmental indicators as the Food Security and Agriculture Office of Pamekasan Regency requires sensitivity and awareness of the environment; with a sense of sensitivity, the local government knows how the right strategy is to minimize the transmission of the foot and mouth disease virus.

Table 2. Recapitulation of the Development of Foot and Mouth Disease Cases in Pamekasan Regency

No.	District	Number of sick cows	Number of dead cows
1.	Pamekasan	10	0
2.	Tlanakan	145	0
3.	Proppo	11	0
4.	Galis	14	0
5.	Larangan	34	0

No.	District	Number of sick cows	Number of dead cows
6.	Pademawu	89	2
7.	Kadur	141	0
8.	Pakong	97	0
9.	Pegantenan	56	0
10.	Palengaan	0	0
11.	Waru	0	0
12.	Pasean	8	6
13.	Batumarmar	0	4
Total		605	12

Source: Food Security and Agriculture Office of Pamekasan Regency (2023)

Briefings have been carried out by the Food Security and Agriculture Office of Pamekasan Regency, but what happened at the research location, not all cattle farmers know the directives carried out by the Food Security and Agriculture Office of Pamekasan Regency, as there are still cattle farmers who do not know the directives to bring in cattle from outside the region and if they want to bring in cattle, they must be healthy cattle.

Some actions that have been taken by the local government in handling foot and mouth disease include isolation and quarantine of livestock, symptomatic treatment, and vaccination.

The Food Security and Agriculture Service Office has been serious in handling foot and mouth disease in accordance with the instructions from the Central and Provincial Governments, namely by carrying out treatment first, then conducting the IEC (Communication, Information, and Education) stage and vaccination against foot and mouth disease.

CONCLUSIONS

Based on the results of the research and discussion, it can be concluded that the strategy is Pamekasan Regency Food Security and Agriculture Service in dealing with outbreaks of foot and mouth disease in cattle is still not good. The conclusions of each indicator of public strategy theory used by researchers are,

1. Purpose

In this case, the Food Security and Agriculture Office is still not good at implementing the provision of free foot and mouth disease vaccinations in each region. The Pamekasan Regency Food Security and Agriculture Office should be able to provide equality in free foot and mouth disease vaccinations as a form of justice for each region.

2. Environment

The Food Security and Agriculture Office of Pamekasan Regency, in terms of environmental awareness, is good and can even provide facilities to cattle farmers, so it can be said that the Food Security and Agriculture Office of Pamekasan Regency is good at minimizing unwanted impacts, namely the transmission of foot and mouth disease.

3. Briefing

The Food Security and Agriculture Office of Pamekasan Regency the direction indicator has not been running well because not all farmers get the direction. The local government should provide directions related to information on cattle imported from outside the region to each region, especially to cattle farmers in the hope that there will be no more differences in Pamekasan Regency.

4. Action

The Food Security and Agriculture Office of Pamekasan Regency has shown the actions that will be taken in handling the outbreak of foot and mouth disease but is less than optimal in distributing notifications about IEC (Communication, Information, and Education) in each area.

5. Learning

The Food Security and Agriculture Office of Pamekasan Regency in the learning system is running well and is serious in dealing with the outbreak of foot and mouth disease in accordance with the instructions from the central and provincial governments.

LIMITATION & FURTHER RESEARCH

Researchers' recommendation for further research in order to add innovative performance variables aimed at cattle farmers because of the low innovative behavior that can be shown by Traditional Cattle Farmers in Pamekasan Regency who until now have only been able to produce low-quality beef in relatively small quantities, making it very difficult to make changes towards the better, in accordance with the theory put forward by De Jong & Hartog (2007) which states that there are four dimensions of innovative behavior, namely: Opportunity exploration, Idea generation, Championing, and Application.

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