

STRATEGY TO IMPROVE COMMUNICATION BETWEEN FARMERS AND COMPANIES IN THE BOILER CHICKEN SUPPLY CHAIN

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ABSTRACT

Communication problems are still the main thing in carrying out the company's strategy. This is a challenge for farmers to build good relationships and relationships with partners who are partners in cooperation in the livestock sector. There is no research related to the relationship between companies and companies in Central Java and qualitative research, so it is necessary to conduct this research. So this study also analyzes what is carried out where companies must have character, trust (with mutual trust), open communication, be fair and dare to take risks. Therefore, this study aims to fill the gap / gap of previous research related to the topics previously described. The research method used is qualitative research method. This research approach uses phenomenological methods. The study was conducted in the close farm area of broiler chickens spread across Central Java and samples of 7 chicken coops to represent the Central Java area. Based on the experience of 7 Saorce Person, the majority of decisions to cooperate with companies are due to direct interaction communication from the company (Interactive Communication). Communication is carried out formally at the cooperation agreement stage at the beginning before joining the partnership. When there is a problem during the cooperation period, the majority of farmers understand and seek solutions together with the company. The beliefs of each resource person vary based on each individual's experience. There are resource persons who believe in the company because of the company's image, trust the company because of closeness or Personal Bound with Area managers / Supervisors / Staff.

Keywords: Communication Improvement Strategies; Supply Chain; Boiler Chicken Farmer

INTRODUCTION

Based on the Central Bureau of Statistics (BPS, 2020) production of purebred chicken meat in Central Java province amounted to 681,384 tons per year. The high production of purebred chickens supports the attractiveness of partners who want to join a broiler yam flavored livestock service provider company. With so many enthusiasts to establish a modern cage, the partner carries out a *contract farming* system or animal husbandry that is carried out contractually within a certain period of time. This system aims to prevent food safety risks to consumers. In developing countries, of course, it has a high enough potential to develop a *contract farm* system. This system will expand market share because it can produce a larger number of boiler chickens (Wang et al., 2014).

The advantage of a *contract farming* system is that it can get leading services directly in terms of technology. A good relationship between partners will improve the performance of the alliance. The agricultural sector certainly collaborates a lot with farmers (Trebbin, 2014). The *close farm contract* system for broiler chickens makes the farmer very dependent on the company. To improve the harmony of relations between farmers and companies, good communication is needed in the long term because basically the broiler chicken close farm business cannot be separated from the risks that occur such as production selling prices, weather changes during production which have an impact on decreasing production. Supply chains in livestock such as meat farmers, egg farmers, feed and finished products / waste (Manning et al., 2007).

Communication problems are still the main thing in carrying out the company's strategy. This is a challenge for farmers to build good relationships and relationships with partners who are partners in cooperation in the livestock sector. The problem experienced between the two is generally the level of trust and commitment. Organizational relationships are expected to run both formally and informally (Cao & Lumineau, 2015). Therefore, the company is required to be able to follow a good communication flow. This is due to the lack of views on the perspective from the company's side with farmers in quantitative studies.

There is no research related to the relationship between companies and companies in Central Java and qualitative research, so this research needs to be carried out. Based on previous research conducted by Ridwan (2015) about the pros and cons of Contract Farming partnerships in broiler chicken agribusiness in South Sulawesi, from the results of his research it was found that farmers only understand the limited procedures for enforcement before to after production, the productivity of cultivation activities which is illustrated by one of the indicators, namely FCR (*Feed Conversion Ratio*) as well as profit sharing that is highly dependent on partners. Here the breeder has a very weak strength. So this study also analyzes what is carried out where companies must have character, trust (with mutual trust), open communication, be fair and dare to take risks. Therefore, this study aims to fill the gap / *gap* of previous research related to the topics previously described.

Broiler Chicken Industry With Closed House System

In the broiler farming industry, broiler chickens have 2 types of cages, namely cages that are open / *open house* and cages that are closed / *closed house*. A *close house* cage is a cage with a closed system where the cage has a regulation of temperature, humidity, wind speed and light entering the cage. In the close house cage, broiler chickens are designed with conditions as comfortable as possible so that broiler chickens can develop optimally and avoid stress. This cage system is set with a lower temperature inside the cage than outside the cage (Parkhurst et al., 1988). The production of broilers otherwise known as broiler chickens involves rearing. Maintenance in the form of feeding, drugs and vitamins. There are 3 important factors in running the broiler chicken industry, namely timely feeding, good management and sanitation.

Broiler Chicken Partnership

Partnership is a business that is carried out in collaboration between farmers and companies that act as service providers with the aim of developing and providing guidance to farmers. Partnership has the principle that both parties can benefit each other according to Yuliani, (2004) in (Raharjo & Ir Herrukmi Septa Rinawati, 2019). The broiler chicken partnership or known as broiler chicken has been implemented in Indonesia since 1984 and regulated in the Decree of the Minister of Agriculture. Based on the Regulation of the Minister of Agriculture of the Republic of Indonesia Number 13/Permentan/Pk.240/5/2017 that livestock business partnerships are cooperation between livestock businesses based on the principles of mutual need, strengthening, benefit, respect, responsibility, and dependence. Farmer is an individual Indonesian citizen / corporation who conducts livestock business. A livestock company is an individual or corporation in the form of a legal entity or not established and domiciled in the territory of the Unitary State of the Republic of Indonesia that manages livestock businesses with certain criteria and scales.

Companies that cooperate with farmers are responsible for providing chicken breeds / DOC (Day Old Chick), drugs, vaccines needed during the chicken rearing period and feed. In general, farmers who run a *close farm* system use a plasma core pattern where the relationship between livestock companies and / or companies in other fields as the core and breeders as plasma.

Business to Business / B2B

Business to business atau b2b adalah pasar bisnis telah didefinisikan untuk mencakup: organisasi yang membeli produk dan jasa yang digunakan untuk memproduksi produk lain dan jasa yang ditawarkan kepada pihak lain (Zimmerman & Blythe, 2017). The market share of this business consists of all organizations that provide goods and services (Kotler & Keller, 2016). It can be interpreted that all organizations produce goods and services that will later be traded to business customers or retailers with the aim of being reused which will later be traded to customers. This business can certainly run because of the partners who work together. The factors that affect the course of B2B are as follows (Lostakova & Pecinova, 2014).

- a. Organizational behavior that provides human resources to serve the partnership.
- b. Supplier-Customer Relationship.
- c. The existence of certain activities organized by organizations / companies with partnerships.
- d. Supplier flexibility in serving customers.

The business to business (b2b) transaction process involves partnerships, governments, manufacturers (service providers) and institutions.

Factors Affecting Success In Corporate Alliances

Consumer satisfaction based on a psychological approach according to Oliver, (2010) in (Aliman & Mohamad, 2016). Satisfaction is the response from consumers from the assessment of a product / service offered. Consumers certainly have their own standards for a product / service. Standards can come from previous experience and diverse sources of information. The breeder trusts the company. To increase trust in consumers, of course, it is necessary to do relationship management or known as relationship *management*. When a company cannot implement the right strategy to get the hearts of consumers, then cooperation between the two parties is carried out. The company is required to maintain a good name during the cooperation period. The goal is not to have an unpleasant experience and be felt by consumers. Consumers who enter into a certain transaction against the company certainly have an assumption that consumers will get something from the company that offers products / services (Ghafouri & Weber, 2020). The key to movement and maintaining relationships with consumers is that companies see consumers as human beings who have minds, hearts and spirits.

Consumer Satisfaction

In running a business, consumers are the main key. Consumer satisfaction / *customer satisfaction* is described as an overall evaluation of total purchases and customer experience in consuming a good or service (Khadka & Maharjan, 2017). Consumer satisfaction can be said to be an important component in business strategy and the repetition by consumers of the purchase of goods or services. In analyzing consumer satisfaction, there are several stages of analysis models that are adjusted by Tao (2014), The law of the management triangle describes customer relationships where customer satisfaction correlates negatively with customer expectations. Customer satisfaction does not only depend on the quality of service provided by the company but also based on the perception of each different consumer. This difference in perception is compared between individuals with each other so that companies can find a certain assessment (Tao, 2014).

Trust

Trust is a belief from a second/third party to what the first party can rely on (Arnott, 2007). Trust can be built in the form of relationships between suppliers and consumers in terms of business transactions. In addition, there is honesty and openness between the two parties so that it will affect the development of the level of trust of people in other people / organizations (Dowell et al., 2013). It can be said that trust is a very broad concept because it will have an impact on the micro (individual) and macro (company) levels (Dowell et al., 2013). Trust can be said to be the glue that holds together relationships that are collaborative and as a determinant in the success of a relationship. So the farmer can trust the company because the company is able to build trust that can be accounted for (Salam, 2017).

RESEARCH METHOD

The method to be used in this research based on the formulation of existing problems in the research question is qualitative research method. This research approach uses phenomenological methods. This method is part of qualitative research. This research will focus on the deserted resource persons, namely farmers who run partnerships with the *closefarm system* in Central Java. With this phenomenological approach, it will direct the resource person to events that occur in the environment where the source is located so that the researcher will know the opinions expressed by the source. In addition, it also allows researchers to find out the perceptions of the sources studied without interfering with previous opinions so that it will make it easier for researchers to focus on perceptions of the sources.

The study was conducted in a broiler chicken coop with a *close farm* system in Central Java. Before the research was carried out with prior permits for farmers who carried out a close farm contract system with broiler chicken rearing service providers in the Central Java area. The sample used was between 7 samples to represent the population in Central Java. In this study, researchers will involve 3 farmer partners and 1 manager from service provider companies. The purpose of data triangulation is to strengthen qualitative research. In this study using interviews to resource persons directly (face-to-face) or indirectly (via telephone or video call). The research was conducted by visiting resource persons (broiler chicken farmer business owners or broiler chicken coop heads) in accordance with a mutually agreed time or conducting interviews outside the work area. The interview process is carried out with a tool, namely a questionnaire. The study was conducted in the close farm area of broiler chickens spread across Central Java and samples of 7 chicken coops to represent the Central Java area. The questionnaire serves as a list of questions asked to the interviewee. After the interview, data will be obtained in the form of video or audio. The recording results will be given a uniform format with the aim of preventing data errors.

RESULT AND DISCUSSION

Communication

Saorce Person (NP 01)

According to NP 01 that to choose a partnership it will be easier if you know in advance with people who can be trusted and can hold responsibility if there are certain obstacles during the cooperation period. However, due to the fairly smooth communication between the Central Java Area Manager and the Supervisor of PT. Unggas Baik that makes NP 01 feel comfortable and continues to this day. From questions related to communication, researchers summarized the results of the interview with several keywords.

Table 1
Codes Communication Dimension of Resource Person 01

Dimension 1 : Communication	
Quick response	Internal relations
Relationship	
Total codes = 3	

Saorce Person 02 (NP 02)

In communication, PT. Partnering Together rarely visits his kennel and only exchanges information via phone / *whatsapp*. However, this is not a problem for NP 02. Because all operations in the cage must be mastered by the owner. According to NP 02, during the cooperation process, there has been no obstacle. The delivery of information such as DOC (*Day Old Chic*) *shipments*, medicines and vaccines is always informed. Some of the findings of the research results from NP 02 are as follows

Table 2
Codes Communication Dimension Resource Person 02

Dimension 1: Communication	
Recommendations of relatives	Quick response
Total codes = 2	

Saorce Person 03 (NP 03)

According to NP 03, communication will be smoother if you get to know the Manager/Supervisor / Staff of a company. By exchanging information with PT. Sumber Jaya is very good. With PT. Bermitra Bersama resource persons feels comfortable because there are

frequent field visits carried out approximately 2-3 times a week. The openness of NP 03 makes this study successful in answering the questions asked by researchers.

Table 3
Codes Communication Dimensions of Resource Persons 03

Dimension 1 : Communication	
Openness	Honesty
Internal Relationship	Company reputation
Total codes = 4	

Saorce Person 04 (NP 04)

Until now the Supervisor of PT. Bermitra Bersama always visits NP 04's kennel and exchanges information quite often. After running the cooperation for 2 years, finally NP 04 ventured to expand again by adding 1 cage in the same city and not far away. However, PT. Bermitra Bersama communication has a major impact on NP 04 in terms of performance and revenue. PT. Sumber Jaya never makes periodic visits and rarely communicates with NP 04.

Table 4
Codes Communication Dimensions of Resource Persons 04

Dimension 1 : Communication	
Communication frequency	Openness
Internal Relationship	
Total codes = 3	

Saorce Person 05 (NP 05)

If NP 05 asks about the disbursement of harvest funds, it is always responded well and payments are always on time. If the Supervisor / Staff has difficulty coming to the cage owned by NP 05, communication is made via telephone / whatsapp and asks to send a report in the form of photos and videos. Although initially cooperating with PT. Unggas Baik did not know its employees at all, but according to NP 05, communication continued well and experienced closeness during the cooperation period.

Table 5 Codes Communication Dimensions of Resource Persons 05

Dimension 1 : Communication	
Kedekatan	Customer response
Total codes = 2	

Saorce Person 06 (NP 06)

Communication with PT. Unggas Baik runs smoothly compared to PT. Bermitra Bersama. According to NP 06, the comparison is in stark contrast in terms of periodic cage visits, Supervisor & staff responses to kennel owners.

Table 6
Codes Communication Dimensions of Resource Persons 06

Dimension 1 : Communication	
Speed of responding to breeders	Respon terhadap pelanggan
Total codes = 2	

Saorce Person 07 (NP 07)

Based on the experience of NP 04, communication is quite good and smooth. In terms of shipping goods, medicines, vaccines, the harvest time is also very smooth. So far there are no problems with PT. Bermitra Bersama. From the results of the interview, the researcher got answers according to the questions asked.

Table 7
Codes Dimensions of Resource Person Communication 07

Dimension 1 : Communication	
Friendly	Customer response
Total codes = 2	

Farmer's Positive Response to Communication

NP 01 resource person, he never moved for 4.5 years because before building the cage he was quite close to the Central Java Area Manager. NP 01 says as follows :

“From the beginning, it has chosen PT. Unggas Baik because it was inspired by the Central Java area manager so we were encouraged to join. For 4.5 years this has never moved. Survive because in my opinion and the owner. It is true that other partners are better when compared to PT. Poultry is good. But if you follow other places, the result is also the same”

The same thing was also felt by the NP 07 source that he said that the owner of the cage still joined PT. Unggas Baik and stayed with the company because it was too comfortable with the company.

The NP 02 resource person said as follows :

“There are obstacles because we are on a long contract because there is help, so we are contracted for 15 years. So this is what makes us unable to move around. There are obstacles because we are on a long contract because there is help, so we are contracted for 15 years. So this is what makes us unable to move around.”

Negative Response of Farmers to Communication

Of the 7 speakers interviewed by researchers, there were 3 speakers who moved to other companies, namely NP 03, NP 04 and NP 06.

NP 03 always communicates directly or by telephone with the area manager of the company PT Sido Jaya. Here is the experience experienced by NP 03:

“First time same PT. Healthy broilers. Same PT. Healthy broilers almost 1 year (5 – 6 periods). This covid condition made me want to move to PT. Bermitra Bersama. At that time PT. Healthy Broilers are a bit rocking funding, prices are also falling. After that, there was also a change of some employees and superiors, so I started to feel something strange. After that, I quickly searched for information and finally moved to PT. Bermitra Bersama”.

According to NP 04, he moved because during joining 1 period (approximately 2 months) did not get any benefits at all. This made NP 04 to change to another partnership. After running for several years with the company concerned, he finally added 1 more cage that initially wanted to return with PT. Unggas Baik with the hope of having 2 cages with the same partnership.

Breeder's Perception of Communication

An interesting fact was put forward by NP 04. NP 04 resource persons collaborated with 2 different partnerships, namely PT. Unggas Baik and PT. Bermitra Bersama. According to NP 04 that he survived because there were striking differences in characteristics and became their respective characteristics. NP 04 says that:

“The reason I want to work with these two partners is because these 2 partnerships have different characteristics. I describe them one by one, mba. First, I am with PT. Unggas Baik first. PT.

Unggas Baik directly PPL always comes at least 1 week to see my cage. Even though I have changed PPL personnel several times, it doesn't matter to me because until now the communication has been smooth. But so far also with PT. Bermitra Bersama is no problem. But if the chicken is sick, we immediately contact PT. Partner Together and the doctor came right away. Communication is also smooth. They come usually 1x per period and the rest reports are based on calls and groups on whatsapp."

Farmer's Positive Response to Satisfaction

Farmer satisfaction is one of the important things in establishing cooperation between companies and breeders. There is an interesting quote from NP 02 that to join one of the companies, as a cage owner / breeder must realize that the owner will focus on visiting the cage or just come several times in one period. Because according to NP 02 will affect the selection of companies. Each company has its own characteristics. NP 02 says as follows :

"In terms of giving recommendations to friends who like to make a chicken coop with a partnership system, in my opinion, what should be considered is that you focus / not on the cage. It means this, focusing in the sense that you as the owner really – really knowing from beginning to end means you can join the partnership PT. Bermitra Bersama. Especially in the area where I am, such a remote place. Maybe the feed in the cage can be sold, the chicken can be removed by our own employees and then sold to them. But if you don't focus on the cage, I think it's more suitable at PT. Poultry is good. Because Suja helps in supervision. Because it's useless if you have a cage that doesn't take care of it"

In the resource persons NP 01 and 05 who joined the partnership of PT. Unggas Baik will also recommend against such companies. This is because PT. Unggas Baik provides good service and satisfies farmers in terms of visits to cages, good saponak quality and timeliness in the delivery of feed, vaccines and vitamins to support broiler chicken production.

Negative Response of Farmers to Satisfaction

The experience experienced by NP 03 who was forced to move from PT Sido Jaya due to drastic changes to the company such as changes in the Company's Operating Standards, the number of permanent employees who were terminated. Due to the changing condition of PT Sido Jaya, NP 03 moved to PT. Partner together. But after moving to PT. Bermitra Bersama makes NP 03 feel that there is a significant improvement. NP 06 says as follows :

"PT was previously PT. Partner together. When the cooperation was filled 9000 per cage, but once it was also filled with 8000 heads. But to be honest to perform very, very lacking. The performance was good in my cage when it was filled with 7000 heads. So for PT. Bermitra Bersama I less recommend"

In the next question, the researcher asked the resource person things that need to be improved by the company to farmers.

Farmer's perception of satisfaction

For company recommendations, the majority of resource persons gave recommendations to PT. Good Poultry which is included in the category of actively visiting the cage owned by the resource person. In contrast to the opinion expressed by NP 02 that what needs to be improved by the company is communication and openness of the company to farmers. According to NP 02, the company does not accompany farmers. This is what causes farmers to have to learn self-taught and lack of assistance from the company. The NP 02 resource person said as follows:

In terms of communication, there have been many breeders of PT. Partnering together is a lot so automatically there is less communication. Second, PT. Bermitra Bersama makes old breeders to "let's learn quickly" so once you get DOC whose grade is grade 2 / 3 (down) you can still exist. Learning for breeders both for new and old breeders must have mutual openness and PT. Partnering Together teaches lessons to farmers and provides information in subtle ways. Because with PT. Bermitra Bersama urges farmers to learn quickly. Because the breeder's mindset is so

bad that he immediately feels "you know how come I get ugly, while other places can get good". So the learning is more like being taught first before it is actually released and still exists. Yes, back again that the characteristics of PT. Bermitra Bersama are farmers who are entirely running and lack supervision .

Trust

The beliefs of each resource person vary based on their respective experiences. In uncertain conditions such as the Covid pandemic where all aspects are affected.

NP 01: During pandemic conditions, there was 1 crop failure. This is due to restrictions on heavy vehicle mobility during the PPKM period. As a result, the company found it difficult to carry out the chicken harvesting process and was delayed.

NP 02: In a pandemic situation, NP 02 gets very good benefits because the production process is carried out for 7 periods in 1 year (generally 5 periods).

NP 03: Early cooperation with PT. Sido Jaya continues to entrust the company. But by being forced to move. This was realized by NP 03 because several times experienced setbacks in DOC entry schedules and slow payments.

NP 04: PT. Unggas Baik has been a trust since the beginning of NP 04 joining. This is seen because they want to add business in the same field with the same partnership but are rejected.

NP 05: The experience experienced by NP 05 during pandemic conditions was that the slow chicken harvest was not in accordance with the predetermined schedule.

NP 06: The experience expressed by NP 06 during the pandemic is that his cage can operate as usual despite a reduction in the population of broiler chicken production.

NP 07: Since 2016 until now it has not moved with other partnerships. NP 07 as the Head Manager of the Cage stated that PT. Unggas Baik is one of the good partnerships and highly recommended.

Farmer's Positive Response to Trust

The covid pandemic was not a problem for the four speakers because during the covid pandemic conditions it was felt that all parties were disadvantaged. The four sources said the same thing that during the pandemic, farmers were supported by the company by still being allowed to produce broiler chickens as before, which was quite helpful.

Negative Farmer Response to Trust

But behind all the good experiences and bad experiences, farmers from resource persons 03, 04 and 06 decided to move to a predetermined company. Speakers 01, 03, 04, 05, 06 and 07 experienced a reduction in the chicken population. This certainly has an impact on reducing income.

Farmer's perception of trust

Overall, from the experience of NP 01 and 05 resource persons who suffered considerable losses. According to NP 01, during the covid pandemic, the company was constrained in the process of harvesting chickens. Trust can be held if the company is still responsible and willing to accept the risks that exist in the field.

Discussion

Farms offered by companies with a contract system make farmers free to choose to cooperate with companies that provide services. In Central Java, of course, there are widespread broiler chicken farms with closed farms and contract systems. The condition of the chicken DOC is alive and once lived. The development of broiler chicken population in Indonesia in the last 5 years is quite fructuative when compared to other livestock populations such as cattle, buffalo and dairy cattle.

Communication

Based on the results of observations and interviews conducted by researchers, it was found that each breeder has a different background. Some initially started working with companies because it began by leasing land and equipment to the company. There are also those who directly

build and choose with the company. But there are also those who move to other companies after cooperating. Various kinds of decisions are made by farmers because to improve / maintain performance and income. The relationship between companies and farmers is included in the category of relationships between business and business or known as B2B (Business-to-Business). Based on the experience of 7 speakers, the majority of decisions to cooperate with companies are due to direct interaction communication from the company (Interactive Communication).

Farmer Satisfaction

From the results of interviews with 7 speakers, companies that will be recommended include PT. Good Poultry and PT. Partner together. These two companies are the most superior and recommended by many sources. In addition, breeders are satisfied because of the company's service to breeders. The conclusion that I can draw from the interview results is that both companies are partnership companies with reliable data. Based on the experience of resource persons when there are unpleasant cooperation experiences such as falling prices, unstable feed quality and late harvest schedules, as long as the company is still responsible, farmers will continue to survive with the partnership.

Belief

Of the 7 interviewees. On average, they have been working with partnerships for more than 5 years. Cooperation takes place both those who remain with the partnership and some who move with other partnerships. Based on observations, PT. Unggas Baik is a reliable partnership. Then followed by PT. Partner together. Both companies have a good enough reputation that breeders who work together from the beginning feel confident in the company.

The findings of this study are that even though farmers have experienced losses, they still trust the company as long as the company is still responsible and does not deviate from the agreement that has been determined.

Table 8
Farmer Response to the Company

Narasumber	Respon			Decision
	Communication	Trust	Satisfaction	
01	+	-	+	Have joined for approximately 5 years and so on will be with PT. Unggas Baik
02	-	+	+	Long contract for 15 years and extend the contract by expanding the partnership with PT. Bermitra Bersama
03	+	-	-	The beginning with PT. Sido Jaya for approximately 2 years then moved to PT. Bermitra Bersama
04 (1)	+	+	+	With PT. Unggas baik for 7 years and does not move
04 (2)	-	-	-	After 1.5 months with PT. Sumber Jaya then moved with PT. Bermitra Bersama
05	+	-	+	7 years together and remain with PT. Unggas Baik
06	-	-	-	1.5 years joined PT Bermitra Bersama and finally moved to PT. Unggas Baik

07	+	+	+	Stay together with PT. Unggas Baik and has been working together for 7 years
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CONCLUSION

Based on research conducted by researchers, it aims to determine farmers' perceptions of communication between partnerships and companies that have been running and improve the relationship that runs between the two parties. Communication between farmers and companies will certainly have an impact on decision making and achieving certain goals. The following are the conclusions obtained by researchers in this study as follows : 1) Based on the experience of 7 speakers, the majority of decisions to cooperate with the company are due to direct interaction communication from the company (*Interactive Communication*). Communication is carried out formally at the cooperation agreement stage at the beginning before joining the partnership. Then during the cooperation process, farmers and the company carry out communication with a personal approach (*Development of Personal Bonds*). 2) The level of farmer satisfaction based on experience during the cooperation period. When there is a problem during the cooperation period, the majority of farmers understand and seek solutions together with the company. However, if it has harmed the farmer in terms of performance and opinion continuously, the farmer chooses to move to another company. 3) The beliefs of each resource person vary based on each individual's experience. There are resource persons who believe in the company because of the company's *image*, trust the company because of closeness or *Personal Bound* with Area managers / Supervisors / Staff. There is also derived from the company's work performance in the form of *service quality*. 4) The level of trust of farmers in the company based on trust *ex ante* and *ad hoc*. Farmers believe based on the company's reputation and recommendations from fellow partnership partners who have carried out cooperation.

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