



Community Entrepreneurship Development in People's Agricultural Business (An Avocado Farmer Experience in West Pasaman Regency)

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Abstract. This community entrepreneurship article is a contribution of ideas for the practice of managing community-based farming businesses. Avocado agribusiness development in West Pasaman is faced with the problem of providing seeds, cultivation techniques, harvesting, and post-harvest techniques, as well as aspects of technology and commodity markets. This agribusiness practice with a social entrepreneurship approach is identified through the form of communication, type of business, and business variations in the location. The relationship between individuals and members of farmer groups with their environment is important and affects communication in the community. The practice of social entrepreneurship in the West Pasaman horticultural village is strong because of the social entrepreneur leader factor in managing the avocado business. Social entrepreneurship is a way to improve society's social and economic limitations. This paper describes the practice of developing avocado businesses in the *Kampung buah* (fruit village) of West Pasaman by utilizing community-based entrepreneurship.

Keywords: Community Entrepreneurship, Fruit Village, People's Agricultural Business, Social Entrepreneur.

1 Introduction

Agricultural business development is an opportunity and a challenge in sustainable agricultural development. The agricultural business or agribusiness covers a wide range of business scales, from household and group business scales to the form of an agribusiness company. Agribusiness is a business that manages agriculture by utilizing the value chain of natural resources, human resources, technology, and access to information.

Community-based agribusiness development is one of the strategic alternatives to maintain the agricultural industry, especially to minimize economic, social, and environmental losses. Agribusiness development has been concentrated on the

production and the creation of value-added production so that agriculture is identical to cultivation to produce main food commodities [1].

Social entrepreneurship models have emerged with various alternatives, such as cooperation developed in Latin America. Social entrepreneurship is developed in Indonesia and adjusted to the regional potency, environmental conditions, and Indonesian cultural pattern. Based on the literature, there needs to be intact and complete research on social entrepreneurship in agricultural development in Indonesia [2].

Social entrepreneurship researchers are faced with determining the attributes of farmers, extension agents, and the attributes of the entrepreneurial ecosystem [3]. This challenge broadens the scope of research and knowledge of social entrepreneurship. The theory and practice of social entrepreneurship have been the attention of researchers and policymakers, along with the development of agricultural economics and development sociology. However, research on social entrepreneurship in the agricultural sector still needs to be more popular than discussing agriculture as a business.

The application of social entrepreneurship in the agricultural sector is experiencing some obstacles. However, with the proper institutional support, community entrepreneurship may allow small farmers to become entrepreneurs. The trick is to promote entrepreneurial behavior in the agricultural sector as a way to improve the performance of small farmers for sustainable agricultural development [4].

This paper will describe social entrepreneurship and its practice in developing avocado farming businesses in West Pasaman. This paper tries to identify the movement of social relations between the main actors and avocado business actors in applying the principles and rules of social entrepreneurship. In addition, we will find the dominant factors that encourage the growth of community entrepreneurship in the West Pasaman avocado farming business. We will also look at future research opportunities related to community entrepreneurship in people's agriculture.

This paper contributes knowledge about (1) the role of social entrepreneurs in avocado business management, (2) the community entrepreneurship model of small local business actors, and (3) the dimensions of the social entrepreneurship ecosystem in agricultural businesses.

1.1 Theoretical Framework People's agricultural business

The development of the agricultural sector is still the mainstay sector, which is also the foundation and hope for the majority of the population in the village. The migration of residents to cities worsens the efforts to develop rural agribusiness because they only rely on residents of unproductive age [5]. In addition, developing digitalization of agricultural technology is an opportunity and challenge to regenerate farmers to compete with imported agricultural products. Agricultural development in the era of digital technology requires farmers who master agricultural technology and information technology. This encourages modern agricultural business management to attract the younger generation to feel at home in the village and proud to be farmers [6].

Individual and farmer groups still manage agricultural businesses managed by small farmers in rural areas. Farmer groups, where members of farmer groups meet, have not functioned optimally as a forum to manage members' activities. Agricultural institutions have yet to be maximally empowered to develop business-oriented agriculture. Agricultural activities that rely on land as a production factor create various

obstacles that are not only faced by agricultural entrepreneurs but also by the community. Therefore, it is very important to understand the entrepreneurial spirit of agriculture by paying attention to the scope and details of activities in various aspects [7].

Based on the literature review of previous research, farming by small farmers has yet to be played in business development in the agricultural sector, especially small farmers.

1.2 Agricultural Entrepreneurship

Efforts to improve the economic sectors, production, and productivity and to build new businesses are attractive areas for entrepreneurship. The entrepreneurial approach improves the community's economic and social life [8]. The government uses entrepreneurial concepts and approaches to address and resolve social and economic inequality. In addition, entrepreneurship improves communication, capital, and business institutions [4].

Small business activities in rural areas are formed and generated by entrepreneurial activities so that individual and group entrepreneurs are formed. Entrepreneurial knowledge and the ability of farmers determine the success of their businesses. Small and micro rural businesses are determined by the entrepreneurial dimension of the local community [9].

Entrepreneurship in agriculture is important as a driver of community-based business development. Agricultural entrepreneurship is the mainstay for building the sustainability of business activities in the agricultural sector. Farmer activities influence agricultural entrepreneurship's growth and development, the quality of agricultural products, the business environment, and access to information and markets. The development of agricultural businesses is also determined by the quality of education, extension, the role of farmer institutions [10], and financial capacity [11]. Agricultural education and extension improve the competence of farmers, knowledge of extension workers, and policymakers. Access to information, technology, marketing, and sources of agricultural financing strengthens farmers' business capacity and bargaining position [12].

Despite the close relationship between agriculture, entrepreneurship, and rural areas, entrepreneurship in the agricultural sector still needs to be researched. Researchers have yet to include agriculture in the industrial group [13]. This is why agriculture has yet to be thoroughly studied in entrepreneurship research. Agriculture and entrepreneurship are closely related and have been used in rural development policies in many countries.

1.3 Social Entrepreneurship

Social entrepreneurship is a crucial part of entrepreneurship. In general, the government and the private sector have used a lot of social entrepreneurship approaches to solve social, economic, and environmental problems. The social entrepreneurship approach is often used to build a business community. The dynamics of social entrepreneurship practice are introduced to the public through communication, information, and entrepreneurship education. The social entrepreneurship approach highly depends on the potential of the community's natural resources, talents, and cultural values [14].

Social entrepreneurship agents turn social inequality into business opportunities that enable people to receive economic and non-economic benefits. The benefits come from

social entrepreneurship activities that positively impact the community [15]. Social entrepreneurship that emerges today is a business activity, social goal, community and government involvement, and has formed bureaucratic and social relations with local policymakers.

Community entrepreneurship is a new perspective on social and economic issues in a sustainable manner [16]. Using a social entrepreneurship approach as a community empowerment strategy reduces social and economic inequality [17]. Future social entrepreneurship research touches on innovation in social enterprise planning. The results of previous studies indicate changes and improvements in how people try to improve welfare and community participation. However, only some measure the level of social interaction in agricultural development.

Social entrepreneurship affects the business sector, infrastructure, and rural communities. The development of social entrepreneurship in the agribusiness sector is highly dependent on the potential of agriculture and human resources. Social entrepreneurship is also related to the process of value creation, the development of business innovation, and social benefits for the community [18].

The agriculture-based rural development strategy takes a social entrepreneurship approach. The success of social entrepreneurship practices is determined by the presence of the community in business activities [19]. Today, the community base is shifting from geographic location and residence to virtual communities and special interests. However, the virtual community has yet to be empowered by agribusiness stakeholders. This paradigm shift requires consideration of a paradigm shift and a community entrepreneurship approach.

According to [20], the community is important to advance the economy. However, the right approach has yet to be found to increase public awareness, especially in building a social entrepreneurship ecosystem. Entrepreneurship is fundamental and cannot be separated from social and economic structures. Question: What is the role of the community in providing information about business practices and regulations? How do we encourage community entrepreneurship development? What are the challenges and benefits that society derives from social entrepreneurship? How do sociocultural, structural, and institutional influences affect entrepreneurship?

The basic principle of community entrepreneurship is to support family-based agriculture in dealing with problems and challenges while simultaneously creating financial value for the family's prosperity. Community entrepreneurship is about applying the principles of social entrepreneurship to confront and create innovative solutions to the problems faced by farmers or rural communities [21].

Community-based entrepreneurship is an important instrument for realizing potential among marginalized and marginalized people who are isolated from the mainstream economy and is important in bringing about social improvement. Community-based entrepreneurship is built through a group approach, mutual trust, and motivation to change the economic and social status through institutional support [22]. Farmer groups have developed social entrepreneurship to a very small extent [23].

Social entrepreneurship has attracted the attention of researchers and policymakers in the economic sector, but more needs to be found to be related to agriculture [24]. Social entrepreneurship is an option to develop an agricultural business to face the demands of the times in the era of digital technology. Social entrepreneurship creates quality products and new businesses and provides business opportunities for local communities [25].

Research Anderson & Gaddefors (2016) explore entrepreneurship as a community phenomenon to build the role of entrepreneurship within local social and spatial boundaries. Community-based entrepreneurship offers a broader, more varied, and experience-rich perspective [26]. Social entrepreneurship is built and developed for the common good. Therefore, future agricultural development policies and strategies use a social entrepreneurship approach to increase the entrepreneurial capacity of young farmers [27].

2 Methodology

The method used in this paper was descriptive, which described the development activities of avocado farming, the dynamics of social entrepreneurship, and the implications of social entrepreneurship on the sustainability of the avocado business. This study and discussion on social entrepreneurship were carried out by directly observing entrepreneurial practices in 2018-2022 and interviewing several key figures in avocado development in the West Pasaman Regency.

3 Results and Discussion

3.1 Avocado farming business development in West Pasaman

The development of avocado horticultural crops in Giri Maju, West Pasaman Regency, began in 2004. Avocado planting was carried out by three farmer groups belonging to the Joint Working Group of Farmers (Gapoktan Karya Bersama, Sinar Terang Farmers Group, and Jaya Farmers Group). The combined farmer group has 100 members with an avocado land area of 250 hectares. This area is an avocado corporation area, which was developed with an agricultural area approach with an agribusiness perspective. The development concept is a model for developing an avocado village.

Avocado, developed in Giri Maju, is a superior local avocado with the Tongar variety and the GM variety. Avocado with this variety has a smooth texture and is a buttery avocado.

Avocado production in Giri Maju has increased yearly, and production can reach 10 tons per day in maximum production conditions in April- June, while under normal conditions, the production reaches 3 tons per day.

GM avocado and Tongar avocado have been marketed to Padang, Medan, Palembang, and Jakarta. Pasbar avocados are snacks for the 2018 Asian Games athletes in Palembang and Jakarta.

The development of a business network managed by the Karya Bersama Gapoktan is carried out by:

1. Building an avocado nursery center (providing shoots and seeds of avocado seedlings).
2. Assisting farmers (counseling, cultivation methods, harvesting, and selection/sorting of avocados).
3. Buying avocados produced by farmers at a reasonable price.
4. Classify avocado products with a grading system (Grade A, B, and C).
5. Building partnerships with startups such as Regopantes and eight villages for avocado grading and promotion.

The obstacles faced in developing the avocado village area are common technical knowledge of cultivation, very simple and traditional management of farming business institutions yet to be connected to financial institutions and the subordinate role of the government in mentoring and supervision.

3.2 Community Entrepreneurship Practices in Avocado Development in West Pasaman

This article's discussion of social entrepreneurship will explain the development pattern, sources of entrepreneurship information, entrepreneurial mechanisms, and dimensions of social entrepreneurship. The dynamics of social entrepreneurship grow and develop using the business base of farmer groups who are members of a farmer group association. Environmental factors affect the form of social entrepreneurship, in addition to culture, norms, values, and education.

The principles guiding community-based entrepreneurship are a group approach, mutual trust, and motivation to economic activities driven by institutional support [22]. A social entrepreneur understands social problems and uses entrepreneurial skills to make social change in welfare, education, and health [28].

The development of community-based entrepreneurship in the fruit village of Giri Maju presents Usnil Amri as a social entrepreneur. The farmer with the entrepreneurial spirit tries to make a positive impact on his members and groups. The presence of these farmers opens up new opportunities and creates productive businesses for their surroundings. Usnil Amri is a farmer, member, administrator of a farmer group, joint administrator of farmer groups, and avocado entrepreneur.

The role of social entrepreneurs is developed through a network of farmers and farmer groups who are members of the Joint Working Group of Farmers. In addition, to expand the network, the Super Pasbar Pokat Marketing Cooperative was formed. The institution was formed to accommodate farmers in the Giri Maju avocado village area. As a social entrepreneur, Usnil Amri not only takes advantage of the economy but also provides education and training, facilities for breeding and cultivation, selection and sorting (grading) of fruit, trading, and development of farmers and women's farmer groups.

The avocado trading business is carried out by utilizing a network of group members. Avocados purchased from group members are paid in cash based on their grades. Avocados produced by Giri Maju farmers are marketed in local (West Sumatra) and regional markets (Medan, Palembang, and Jakarta). The avocado produced by Pasbar with grade A is also marketed by the startup Regopantes and 8 Villages to meet Jakarta's consumers' needs.

Social entrepreneurship in the fruit village of Giri Maju has helped reduce dependence on others, created a sense of self-confidence, and increased the attractiveness of the avocado business. In addition, it has indirectly created jobs for the surrounding community by developing avocado cultivation. Thus, social entrepreneurship can also help unravel or eradicate the unemployment rate, which has burdened people's minds and other social problems.

The government plays a role in facilitating and providing an understanding of entrepreneurship. This understanding includes the contribution of farmer-entrepreneurs to their group members, the distribution of margins in each line of business development, and business goals for mutual prosperity through profit sharing in each line.

Based on the practice of social entrepreneurship developed in the avocado farming business, the attributes attached to Usnil Amri are creativity, innovation, daring to take risks and like challenges, having a high social spirit, and having a strong character.

3.3 Potential implications of social entrepreneurship and people's agricultural business development

According to Nega Schneider (2014), social entrepreneurship is important in Africa's economic development [29]. It promotes community development in various development facilities run by a group of people. Social entrepreneurship is a way out of social problems to develop collaborative creativity skills. Social entrepreneurs drive cross-cutting initiatives to address economic and social challenges in regions and communities across America's Silicon Valley [30]. The cross-sectoral initiative is an effort to increase the role of the region and the community as an innovation in solving socio-economic problems in government institutions and the market economy.

Social entrepreneurship in Kampung Buah Giri Maju is a form of implementation of community and regional-based economic development. The opening of business fields, the accumulation of social capital, and opportunities for innovation and creativity show social entrepreneurship's role. In addition, social entrepreneurship also reduces social and economic disparities in society. Social entrepreneurship has formed independent farmers with innovation and creativity to produce avocados that meet consumer needs.

Social entrepreneurship has also developed into social capital through mutual understanding between group members, increasing members' trust in community benefits, and fostering a culture of cooperation from all lines and stakeholders. This condition results from the hard work and creativity of a social entrepreneur. The social capital formed in the fruit village of Giri Maju started with a trading business developed by the Gapoktan chairman, who bought avocado products at a favorable price. The chairperson can provide price certainty through a trusted marketing network and cooperation with various parties. The government then supported this development by facilitating warehousing, breeding, and marketing assistance and access to financial and digital market institutions through startups.

Social entrepreneurship is used to increase equality. Every avocado farmer can sell their garden produce to Gapoktan or individuals who are Gapoktan partners. This is a form of economic equality and community welfare in the region. Social entrepreneurship has improved people's welfare. Mutual welfare is realized because business actors benefit financially and share opportunities with all members. Social entrepreneurship solves social problems in the community and the region. Equal business opportunities and income distribution to group members are alternatives to driving people's agricultural businesses as sustainable economic development.

4 Conclusion

Farmers and avocado business managers in the Giri Maju fruit village have used a social entrepreneurship approach. The entrepreneurial approach has yet to help the management and administration of the avocado business maximally. The farmer group associations have attempted to facilitate business development from seeding, cultivation, harvesting, and post-harvest to trading.

Combined farmer groups have built a business network with avocado business players at the local and regional levels. To improve fruit quality, Gapoktan, facilitated by the service, has promoted Pasbar avocados as local superior avocados that can compete as food ingredients for athletes at the 2018 Asian Games.

The social movement developed by a farmer group in the West Pasaman fruit village drives the business of seedling, cultivation, and marketing of seeds and avocados. In addition, the West Pasaman fruit village has become a place for training activities and an imitation study destination for other regions.

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