

## ORGANIZATIONAL DYNAMICS OF COMMUNITIES FOR WATER USERS (Case in Cihea Irrigation Area, Ciranjang District, Cianjur Regency, West Java)

Yayat Sukayat<sup>1</sup>, Dika Supyandi<sup>2</sup>, Anne Charina<sup>3</sup>, Pandi Pardian<sup>4</sup>, Gimnasiar Darmawan<sup>5</sup>,  
Siti Rima Herdiana<sup>6</sup>, Rani Andriani Budi Kusumo<sup>7</sup>, and Mahra Arari Heryanto<sup>8</sup>

<sup>1,2,3,4</sup>Teaching Staff of Agribusiness Study Program, Faculty of Agriculture, Padjadjaran University

<sup>5,6</sup>Agribusiness Study Program Students, Faculty of Agriculture, Padjadjaran University

E-mail: yayatsukayat@yahoo.com

**ABSTRACT.** Growth in food demand caused by population growth exceeded food growth, encouraging the development of irrigation in the colonial era to the present. The solution offered is to intensify agriculture, along with the emergence of new varieties that are responsive to water, and fertilizer, in such a way that production goes up. Therefore water management at the farm level is very much needed. In the Cihea irrigation area, irrigation management (its management authority) has been handed over to farmers, starting from the Submission of Small Irrigation (PIK) program, PKPI (Renewal of Irrigation Management Policy) and WISMP (Water Resource and Irrigation Sector Management Program). Of the 90 P3As that are still developing, only 10% are still running. The non-functioning of the P3A still seems to be a problem in the process of institutionalization of P3A. The purpose of this study is to obtain an overview of the organization's movements. This research is a quantitative study, with descriptive survey techniques. From the results of the study, P3A Titaguna is a dynamic P3A, because it is supported by a philosophy that prioritizes togetherness, structurally the highest decision is on the members, and in the process of coordination and clarification is prioritized.

**Keywords:** *P3A; organization; irrigation*

## DINAMIKA ORGANISASI PERKUMPULAN PETANI PEMAKAI AIR (Kasus di Daerah Irigasi Cihea, Kecamatan Ciranjang Kab . Cianjur Jawa Barat)

**ABSTRAK.** Pertumbuhan permintaan pangan yang disebabkan oleh pertumbuhan penduduk melebihi pertumbuhan pangan mendorong pembangunan irigasi di jaman kolonial sampai sekarang. Solusi yang di tawarkan yaitu dengan intensifikasi pertanian, seiring dengan munculnya varietas baru yang responsif terhadap air, dan pupuk, sedemikian rupa sehingga produksi menjadi naik. Oleh karena itu penata gunaan air di tingkat usahatani sangat diperlukan. Di Daerah irigasi Cihea , pengelolaan irigasi (kewenangan pengelolaannya) sudah diserahkan kepada petani, mulai dari program Penyerahan Irigasi Kecil (PIK), PKPI (Pembaruan Kebijakan Pengelolaan Irigasi) dan WISMP (*Water Resource and Irrigation Sector Management Program*). Dari 90 P3A yang tumbuh kembang hanya 10 % yang masih berjalan .Tidak berjalannya P3A ini nampaknya masih ada persoalan dalam proses *institutionalisasi* P3A. Tujuan penelitian adalah untuk memperoleh gambaran geraknya organisasi. Penelitian ini adalah penelitian kuantitatif, dengan teknik survey deskriptif. Dari hasil penelitian, P3A Titaguna merupakan P3A yang dinamis, karena didukung oleh filosofi yang mengutamakan kebersamaan, secara struktural keputusan tertinggi ada pada anggota, dan dalam proses koordinasi dan klarifikasi sangat di utamakan.

**Kata Kunci:** *P3A; organisasi; irigasi*

### INTRODUCTION

Boeke's argument (Booth, 1977) of irrigation development in the colonial era, was due to population pressure, based on Malthus's theory, about the growth of food demand caused by population growth exceeding food growth (Effendi Pasandaran, 2008). It still applies today. Boserup is still in the Effendi market, only with the intensification of agriculture, he answered the Malthus trap. This statement is justified by the emergence of new varieties that are responsive to water, and fertilizer, in such a way that production increases.

Irrigation is the key to the success of agricultural intensification in paddy fields, considering that about 95% of national rice production is paddy and the remaining 5% is upland rice or dry land paddy. (Bambang Irawan, 2015). states that in improving the quality of intensification of paddy rice, water is a major problem and limiting factors that can affect production. Therefore the availability of the right water, on time, and the right amount is a must,

especially when catching up with rice production. There is a need that exceeds the limited amount of available water, not infrequently leading to conflict. For that reason, water is always available as needed, the development of irrigation structures must always be done, even further Anne Boot, 1988, this irrigation improvement will also increase non-rice production.

In Indonesia the development of irrigation infrastructure experienced four periods, namely: the pre-colonial period; colonial period; cold war period; and the period of globalization (Barker & Molle, 2005), and Effendi Pasandaran, dividing into four phases, namely: the phase of building irrigation by the community; the coexistence phase between community-based irrigation and government-based irrigation; the dominance phase of the role of government; and the irrigation management reform phase.

The government domination phase was carried out when the oil bonanza (1970), irrigation management which was usually managed by the community (farmers)

was taken over by the government. However, in the 90's the authority was gradually handed over to farmers, such as the small irrigation handover program (PIK), PKPI (Irrigation Management Policy Reform) and WISMP (Water Resource and Irrigation Sector Management Program). The aim is for the community to participate through P3A institutions. Herman Soewardi, 1987. Traditional institutions are still effective in arousing community participation. This community engagement program provides the first indication, the Government is sufficiently aware and understands, how important water is for the benefit of farmers, and agriculture, secondly there are indications of declining agricultural production is closely related to the area of harvest which has decreased due to lack of water. Thirdly, the Government has begun to be overwhelmed in terms of funding, so that it requires the participation of the people who are members of a water management institution, namely the water user farmer association. Fourth, in arranging the fulfillment of water needs, it is not enough to organize and improve the technical aspects, but also the social aspects of the institution.

The program was also carried out in the Cihea Irrigation Area (Cihea, Cianjur Regency), which has been functioning since 1914, spanning three districts, namely: Ciranjang, Bojong Picung, and Haurwangi Districts, and flowing 5,484 hectares of rice fields and community fields. At the farm level, the management is divided into 79 P3A units which are grouped into 3 groups (upstream, middle, downstream) according to the respective P3A location area.

According to a source from the Cianjur district PSDAP office, in the days before entering the reform era the activeness of the farming community in P3A was far better than it is today. Many P3As that are formed run well and carry out their tasks and functions well, although not one hundred percent of the P3As formed lasts long. A number of active and outstanding P3As have emerged and have had a major impact on the surrounding farming community. Two of them are P3A Tirta Guna in Karangwangi village in Ciranjang sub-district and P3A Sari Mukti in Hegarmanah village in Bojongpicung sub-district. Both of the P3As gained recognition from the PSDAP service as active P3A both from the operations and maintenance of tertiary irrigation channels, good administration and relatively better fulfillment of IPAIR among other P3As. However, entering the reformation period, the number of active P3As has declined even further due to non-current water contributions from farmers. According to PSDAP information, out of 79 P3As that grow and develop, only 10% of P3As can survive. Departing from the seriousness of the government designing and implementing the submission of irrigation management gradually to farmers through P3A, and placing P3A as an institution that is expected to be a farmer reference in managing water at farm level, and followed by decreasing the number of

P3As that survived (10%), the question arises how P3A dynamics persist in achieving goals.

## METHOD

This research uses quantitative design, and is a descriptive study, using survey techniques. The purpose of this study is to describe carefully the characteristics of a symptom or problem under study. By using the question of how to try to obtain, convey facts clearly and completely (Ulber Silalahi, 2012). The survey was conducted on two P3As, namely P3A Tirta Guna and P3A Sari Mukti, who are representatives of 10 P3As which are considered still active from 90 P3As in the Cihea Irrigation Area. The data used in this study uses primary data and secondary data. Primary data obtained from observations, direct interviews and with the help of a list of questions (questionnaire) to represented farmers (samples).

In determining the sample size the Slovin formula is used, with a correction value of 10%, with a population (N) in these two P3As as many as 259. are as follows:

$$n = \frac{N}{1 + N(e)^2}$$

n = Population size    n = Sample sizes

e = Critical value. = 72,14     $n = \frac{259}{1 + 259(0.1)^2}$  (72 sample sizes)

by using proportional allocation

P3A TirtaGuna  $n^1 = 59/259 \times 72 = 16$

P3A Sarimukti  $n^2 = 200/259 \times 72 = 56$

Sample determination is done using Simple Random Sampling (SRS) technique.

The design of data analysis is descriptive analysis, which includes an assessment of the attitudes or opinions of individuals, organizations, events or procedures. *Ulber Silalahi, 2012.*

## RESULT AND DISCUSSION

### Movement (Dynamics) Organizations in Achieving Objectives

The dynamic organization is shown by the progress of an organization in achieving its goals. The effectiveness of achieving goals is one step to uncovering the organization's movements in achieving these goals. The goals to be achieved by the organization arise from the needs of farmers.

Farmers' needs can be in the form of physical needs (food and clothing), socially maintaining harmony in society, and physical in the form of self-existence and security (Mas Low). Parson (1970) states that every action is always directed towards the goal. And Homan (1961) in the exchange theory, every action always calculates rewards ( $R > C$ ). 2012. Therefore every farmer's action always departs from the goal that is calculated according

to some figures..... *numawi ngiring gabung di P3A maksudna supados cai aya pas diperyogikeun, kalayan tentrem/repeh rapih, oge hasilna aya..*(Syarif Hidayat P3A Tirtaguna dan Efendi P3A Sari Mukti).. For farmers in agricultural activities, the needs or objectives to be achieved are manifested in the form of: (a) fulfilling and guaranteeing the right amount of water, and on time; (b) there is no conflict in water acquisition; (c) rice production increases. From the results of research in two P3As, P3A Tirta Guna and P3A Sari Mukti, are as follows (Table 1)

**Table 1. Achievement of P3A Organization Objectives (in percent)**

| Objective             | Tirtaguna<br>n =16 |           | Sarimukti<br>n = 56 |           |
|-----------------------|--------------------|-----------|---------------------|-----------|
|                       | Yes<br>(%)         | No<br>(%) | Yes<br>(%)          | No<br>(%) |
| Water on time         | 100                |           | 35                  | 65        |
| Right amount of water | 100                |           | 35                  | 65        |
| No conflict           | 100                |           | 76                  | 24        |
| Production increases  | 95                 | 5         | 23                  | 77        |
| Average               | 98,75              | 1.25      | 42,25               | 57,75     |

When this percentage is classified, three classifications will be obtained, namely: (a) It is not effective if the goal is only <33%; (b) It is less effective if felt by 34 - 66%; and (c) effective if observed by > 67%.

Information from Tabel 1. turns out that P3A Tirta Guna is included in the category of effectiveness in achieving the objectives, and P3A Sari Mukti, including the category is less effective. This condition illustrates the running of the service function of the organization. According to Sukayat, 1994 Achieved whether or not a goal is closely related to the service function, atmosphere, and organizational unity. E Quinn and Cameron (1983) suggested that effective organization is determined one of them by the rational goals of the organization, and the achievement of rational goals is the component that has the most dominant influence. In the case of two P3As, it was clear that the increase in production was not achieved due to poor water allocation and distribution, which in turn led to conflicts, due to inadequate services (in P3A Sari mukti). Even though looking at the Arbitration, the second position of the P3A with the cisokan weir is not too far, which is around 20 km and 19 km (middle position), the difference is the area of coverage, and the number of members.

#### **Factors Supporting P3A Organization's Movement in Achieving Goals.**

The movement back and forth of an organization is very dependent on the support of components of the organization, such as organizational systems, organizational structures, organizational processes and individuals in the organization.

#### **P3A Organization System Tirtaguna and Sarimukti.**

Systematically, organizations are built by eight system elements, namely: organizational philosophy, organizational goals, organizational size. The organization, the composition of members, nature of activities, organizational technology and physical and social environment (Alvin Beltrand,1978), which are interconnected and functionally dependent. The more linkage linkages between the elements of this system, the P3A motion will also be stronger.

**Table 2. P3A Organization System**

| system element                  | Tirtaguna n = 16 |   | Sarimukti n= 56 |   |
|---------------------------------|------------------|---|-----------------|---|
|                                 | 2                | 1 | 2               | 1 |
| Organization philosophy         | V                |   | V               |   |
| Organization goals              | V                |   | V               |   |
| Organization value              |                  | V |                 | V |
| Organizing                      | V                |   |                 | V |
| Member composition              |                  | V |                 | V |
| O r g a n i z a t i o n         | V                |   |                 | V |
| technology                      |                  |   |                 |   |
| Physical and social environment | V                |   |                 | V |

Information: philosophy, goals, organization, technology, weight (2) there, weight (1) no; large organization weight (2) small, weight

From Tabel 2 it is clear that only P3A Tirtaguna can be categorized as a balanced organizational system, due to the relatively good support of its elements, except the size of the organization and the composition of members.

##### **a. Organization philosophy**

Organizational philosophy is important owned by the organization, because it is a framework for thinking and acting on the organization in achieving its goals. According to I Schafheutle, Ellen et al (2013). The organizational philosophy must be understood by everyone in the organization, learning philosophy will help the organization to be more professional in interacting with the environment.

These two P3As share an organizational philosophy, but both have different meanings and depth values as in Tirta Guna. Their philosophy is "equitable water supply services for mutual prosperity". Whereas in Sari Mukti "service and maintenance of the channel by P3A is very important for the success of farming" both of these values seem clear, the first adheres to the principle of benefits for mutual elevation, and it is realized together, to grow a sense of belonging, while the second is more focused the function of the task, so that it demands more rights than obligations. Historically P3A: first grew because it was preceded by community needs; secondly, the development body's tirtaguna is much longer than P3A Sarimukti, so that the members and administrators at Tirtaguna P3A have

the same view of the philosophy that is supported by socialization. Whereas in Sarimukti P3A, the views of members and management are relatively different, due to the absence of socialization, and growth begins with the government's extension.

b. Organization goals

The purpose of the organization is a reflection of the needs of the members. All P3A members are involved in formulating objectives, and knowing who formulated the objectives, as well as knowing and understanding the forms and benefits of organizational goals. In the process of determining organizational goals, in P3A Tirtaguna 75% of the members stated that they were determined together with the members (the result of deliberation and togetherness) while in Sari Mukti 81% was determined by the management (the dominance of figures). The high dominance of management roles reflects traditional organizational management, as stated by Randolph, Alan W (1995) and Silver (2006) that organizations must be proportional between the roles of leaders and members to minimize internal conflicts.

The similarity between members' goals and organizational goals will affect members' sense of ownership of P3A, which in turn will affect members' commitment to P3A activities. That is what happened to P3A Tirtaguna, and what distinguishes it from P3A Sari Mukti.

c. The amount of organization, organization and composition of members.

The size of an organization, is closely related to the goals to be achieved by the organization. The more goals to be achieved, the more likely the organization will be. The larger the organization, the composition of its members will be more Heterogenic

**Tabel 3. Size and composition in the organization**

| Elements                        | P3A        |            |
|---------------------------------|------------|------------|
|                                 | Tirta Guna | Sari Mukti |
| 1. The size of the organization |            |            |
| a. Number of members            | 59         | 200        |
| b. Area (Ha)                    | 42         | 64         |
| 2. Member Composition           |            |            |
| a. Owner (person)               | 12         | 20         |
| b. Cultivators (people)         | 47         | 180        |
| 3. Age of Members (years)       | (35-80)    | (30-70)    |

Source: P3A Annual Report.

The size and composition of members in the organization, will affect the organization, the greater, and the more the number of members, the more heterogeneous members in an organization. For both P3A as a very simple organization, the number of members and the scope of the coverage is quite large, so that it is quite heavy in carrying out its activities. From table 3, it appears that the two P3As have very

different magnitudes and compositions. P3A Sarimukti, is relatively heterogeneous compared to P3A Tirtaguna. So in composing members in P3A Sarimukti it is relatively more difficult. As is known Fida Afiouni (2007) in the Journal of the American Academy of Business, and Alshanbri (2015) in the *International Journal of Social Sciences and Humanity*, suggests that organizational performance is not influenced by the number of members of an organization, but is influenced by the quality and knowledge of members.

The quality in question is related to heterogeneity including land tenure status, which will be related to commitment to the organization. In Sarimukti P3A, this heterogeneity is very apparent from the effectiveness of the P3A, which is much smaller than that of P3A Tirtaguna. Moreover, the chairman who drives it is only community leaders who are less competent in the field of irrigation, while in P3A Tirtaguna the chairman, is a retired employee of the irrigation service who has long been involved in water management at the farm level.

d. Organizational Technology.

Technology in organizations, is a equipment that supports the organization to function in achieving its objectives. The technologies owned by P3A are (Table 4)

**Table 4. Technology of P3A**

| P3A technology        | P3A       |             |
|-----------------------|-----------|-------------|
|                       | Tirtaguna | Sarimukti   |
| 1. Tractor            | Available | Unavailable |
| 2. warehouse          | Available | Unavailable |
| 3. Bantuan Saprodi    | Available | Unavailable |
| 4. water distribution | Available | Available   |
| 5. hoe, machete,      | Available | Unavailable |

Information: Tractor to process rice fields on time according to water availability; Warehouse, to store tractors, production hoes and machetes; Production input, fertilizer and agricultural medicines government assistance for farmers; a door for, to distribute water; hoes and machetes for channel operation and maintenance.

In essence, the use of technology in organizations must be carried out by all members. Utilize the technology needed to communicate with people who can take advantage of the technology. Targeted technology will be able to improve the performance of the organization (Nathalie Greenan et al, 1998).

The policy of integrating P3A with farmer groups provides enough convenience, especially in the provision of technology. The existence of tractor assistance is very helpful in processing land on time according to water availability. In P3A Tirtaguna, this tractor feels benefits, although it has not been evenly distributed, due to the limited amount ... according to farmers, *Alhamdulillah saatos gabung sareng kelompoktani, aya bantosan traktor, pupuk sareng gudang...ngagap sok pareng ngocorna cai..* (Syarif



Hidayat, 58 years old) Alhamdulillah After joining the farmer group, P3A now has a tractor, warehouse and fertilizer assistance. In contrast to P3A Sarimukti, which until now has not been integrated with farmer groups, so that equipment such as tractors are not owned by P3A. Even though the farmers are the same, the technology management follows the rules of the group, which is often different from the water management regulated by P3A.....*menurut petani kapungkurmah sagala alat tos aya, sepertos pacul, parang, arit, seragam, pami aya nu bala atanapi nureksak enggal di lereskeun ku mitra cai, cai janten lancar, ayeunamah rada sesah, tiasa-tiasa patani ngambek pami salurannana di beresihanteh...* (Mr. Efendi P3A Chairperson, 62 years old) ... according to the farmers, all the equipment was available, every time the drainage was repaired immediately by Cai's partners, the water was smooth, now it is difficult for farmers to get angry when repairing the canals near their fields. This phenomenon illustrates the lack of harmony in P3A management, so that each other sometimes arises suspicion, which sometimes leads to conflict.

e. Physical and social environment.

Physically, the two P3A work areas have tapping doors that are connected directly to the primary canal, which guarantees the availability of water, in terms of quantity, quality and continuity. The reality is not the case, because of the constraints of the farmers themselves in the use of water. Such as: differences in the area, the number of farmers, and farmers' perceptions of the amount of water, which affects the harmonization in water stewardship. In P3A Tirtaguna, the number of members is only 67 people and the area is 42 hectares. Communication between members is very good, especially after being integrated with the farmer groups, the information communicated is not just a matter of water allocation and distribution, but all that concerns the five farms ... farmers said *kapungkurmah, nu dicarioskeun di mitra caiteh, paling soal saluran rusak, cai saat, ayeunamah soal benih, pupuk, hama sok dibahas da ngahiji jeung kelompok...komo bari di pupuhuan ku penyuluh atuh hasilna lumbayan..* Syarif Hidayat P3A member.

In P3A Sari Mukti, communication is relatively poor, supported by a work area of 64 hectares, and managed by 200 farmers. Organizationally, the number of farmers is too large for an organization at the level of P3A, which regulates and manages the financial needs of its life. According to Mr. Efendi, socially *...cai teh tiis, tapi hawana panas, mun cai kuran sok parebut/parasea, mun loba teuing sok banjir... the water is cold but the water is hot, if there is less water it can cause conflict, and if it can cause more flooding, which results in damage to the user.*

The integration of peasant groups with P3A has not yet been described. Even this illustrates the existence of certain forces that grow poles of power. so it is not uncommon to grow arrogance among farmers,

as a consequence of the absence of transparency and accountability from the institution, as said by farmers.... *waktos aya bantosan trakor 2 nu nawis 200 patani, nu 64 Ha, tapi anu ngamanfaatkeun anu sanes....patanimah bade nganggo oge tetep sesah.....* When there was help, 200 farmers signed it, but when using it, it was very difficult. From this disappointment harmonization and participation of farmers in the organization became weak, especially the lack of support from the village government. As farmers say *...ayeunamah cai oge hese di atur; hayang pa heula-heula jeung pa loba-loba, di atur ku di dieu (Efendi) supaya waltra, angger dibobol salurannana, tungtungna di antep bae, matak aya nungeluh banjir atawa kurang cai, ah karep bae da bongan sorangan..* now the water is also difficult to regulate, all competing for faster and more, when governed by the head of P3A, it is still dismantled by farmers. The background of the chairman who came was not from those who were competent in his field, although as a figure, this made it difficult for the P3A, especially the lack of village support. This means that for the village community, the existence of P3A and integrated farmer groups must be part of the village institutional (village government), so that village involvement in mobilizing power and funds and building participation is still a reference to be used as a reference for action (placing the village as the central power in farmer level).

Systematically P3A Sarimukti has not shown equilibrium, so it is relatively difficult to develop. Therefore the role of the village as a central power will be the key to success. Only with the power of harmony in P3A Sarimukti can it be achieved. Whereas in P3A Tirtaguna through harmonization, strength grows.

The existence of differences in spirit contained in the organizational philosophy, has provided the color of organization, the composition of members, nature of activities, and completeness of organizational technology in achieving goals. The physical and social environment, is a vehicle that provides a form or model of activity as an alternative to achieving goals (a type of irrigation, network conditions and heterogeneity of the community, has determined the institutional model of irrigation in that place). (Picture 1).

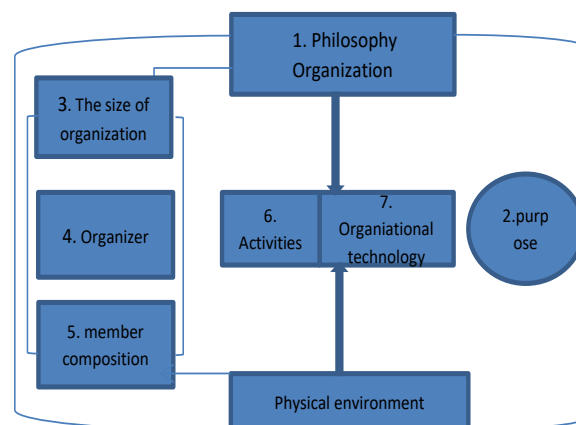


Figure 1. Organizational System P3A

Functional linkages between elements of the system in a balanced state have encouraged institutional movements to become stable, so that the process of achieving goals is relatively good and easily achieved. These conditions make these two institutions differ in their dynamics movements.

### Organizational Structure of Water User Farmer Association (P3A)

The institutional structure is very much needed in supporting the success of the group. the existence of a good and decisive structure, will position everyone in the face of their work more clearly. Who plays what role, and how should it include communication, will be framed by the structure, making it easier to achieve goals.

Organizational development because of the goals of the members is reduced to organizational goals. The two P3As studied generally had relatively the same and simple objectives, namely the distribution and availability of water at the farm level. From this goal the emergence of organizational structure. The simpler the goals of the organization, the simpler the organizational structure.

Not only goals will determine the level in this organization but, the size of the organization and the composition of members. The more members, the more heterogeneous the characteristics of members in the organization, so it requires grouping in handling according to the capacity of the span of control.

Zheng et. al (2010) suggested that organizational structure and organizational strategy have an impact on organizational effectiveness. His study found the importance of knowledge management in the relationship between organizational structure and organizational strategy to achieve organizational effectiveness.

Judging from the organizational structure, P3A Tirta Guna, is relatively simple compared to P3A Sarimukti. In P3A Tirtaguna, the position of member meeting is the highest position above the chairperson, while in P3A Sarimukti, the highest position is the chairperson

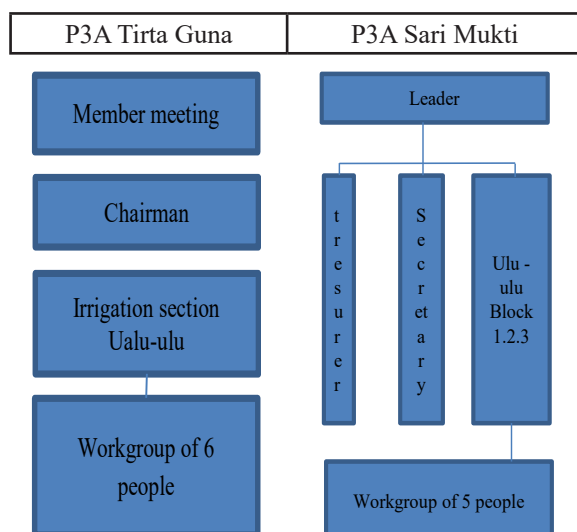


Figure 2. P3A Organization Structure

The Organizational structure that is formed, in line with the philosophy of the organization itself, P3A Tirta Guna that prioritizes equality or shared interests, the members' meeting is always used as a breaker of shared interests, in contrast to P3A Sarimukti, who prioritizes the division of labor, all within the power of the chairman. It is based on-togetherness that pushes up P3A Tirta Guna to be more dynamic than P3A Sari Mukti.

The relationship pattern, which describes the communication structure in the organization, also describes the power structure that occurs in the organization's movements. From the results of the analysis of the organizational structure, it turns out that in P3A Tirta Guna prioritizes emotional relations, rather than contractual, or power lines. Whereas in P3A Sari Mukti, the power and contractual relationship take precedence. The number of members is not too much, it is easy to coordinate and communicate for P3A Tirta Guna. Siti Asmaul Mustanirroh (2001), saw that coordination and participation in irrigation OP would support increased rice production. Therefore, the large number of members makes it difficult for P3A Sari Mukti to carry out the pattern as in the tirta guna. For this reason, the involvement of the village head, or the support of the village head's authority is still very much needed. As farmers said... *tikapungkur oge pami rapat anggota sok pada hadir, da nungundangna kepala desa, sa atos tahun 2006 kepala desa gentos-gentos, perhatosan rada kirang, anggota janten sesah dikempelkeun, kantenan ku P3A...* from the first also when meetings were always present, because those who invited the village head, after 2006, since there was a change of village head, the farmers' attention was rather lacking in the invitation to attend, let alone those who invited P3A. This condition also pushed P3A Sari Mukti to not develop. Robert Chamber, 1988, government intervention is needed to maintain the OP with Mutual Cooperation. However, caution must be excessive assistance can cause new difficulties in the community. From the phenomenon of the organizational structure, there are several important things to consider in maintaining its dynamics, namely: (1) at the farmer level, farmers are very familiar with a simple organizational structure; (2) Overall community involvement in developing the organization, becoming the strength of the organization's movement; (3) Village involvement (positioning P3A in the village structure) in developing P3A, is an effective step in motivating members to participate in P3A activities, including mobilizing personnel and funds. In Ritzer's view, the 2012 structure of P3A Tirta Guna, "harmony will grow strength", (functional structural approach) and vice versa in P3A Sari Mukti "with strength will foster togetherness" (conflict approach). it means that a combination of strategy power and strategy persuasion (Duncan 1977) is still needed in building dynamic organizations.

### Organizational Processes of Water User Farmer Association (P3A).

The Organizational process, is a concrete step in the movement of an organization in achieving its goals. According to the research of John C. Crotts (2005) the organizational process goes in harmony with the organizational mission. So the mission of the organization is translated in real and applied in organizational processes.

Likewise, in organizations / P3A, the mission of P3A is evident in the process of the organization. In the course of this organizational process is closely related to aspects of organizational management, such as: planning, decision making, coordination, socialization. Clarification, and supervision

**Table 5. P3A Organization Process( in percent)**

| Organizational<br>process elements | Tirtaguna |       | Sarimukti |      |
|------------------------------------|-----------|-------|-----------|------|
|                                    | n=16      |       | n=56      |      |
|                                    | +         | -     | +         | -    |
|                                    | (%)       | (%)   | (%)       | (%)  |
| Planning                           | 81,25     | 18,75 | 16        | 84   |
| Decision-making                    | 100       | -     | 18        | 82   |
| Cordination                        | 100       | -     | 27        | 73   |
| Socialization                      | 100       | -     | 27        | 73   |
| Clarification                      | 100       | -     | 15        | 85   |
| Supervision                        | 100       | -     | 20        | 80   |
| Average                            | 96,88     | 3,12  | 20,5      | 79,5 |

(+) Available

In general, both WUAs carry out organizational processes, ranging from planning, decision making, coordination, clarification of socialization to supervision. 96.88% of farmers said that in P3A Tita Guna there was an organizational process, whereas in P3A Sari Mukti 79.5% of farmers said there was no organizational process.

#### 1. Planning

In P3A Tirta Guna, planning is prioritized to maintain water availability appropriately, by maintaining harmonization and sustainability. Then members' involvement in planning is encouraged to foster a sense of ownership and good commitment.

The domination of leaders and administrators in making plans has fostered a low sense of ownership and commitment of farmers to P3A activities. That is what happened in P3A Sari Mukti, both in the upstream, middle and downstream areas

The dominance of community leaders shows that this organization still adheres to traditional patterns, whose function is to serve members. its success depends on the appointment and responsibility of the dominant figure (Walter E.Coward Jr., 1976). For work organizations at the farmer level that are considered to be quite large (P3A), it is very hard to only rely on the strength of figures, without the support of the village as the highest force at the village level which is always used as a reference for action. Because the institutions that are still a dominant influence in the community is the village

government institutions. In both P3As, P3A Tirta Guna, and P3A Sari Mukti, planning includes : a) long-term planning, i.e. mobilizing funds (IPAIR); and b) Planning for the short and medium-term, namely water allocation and distribution, as well as operations and maintenance. From the results of tracing the documentation and discussion with several farmer representatives and related figures, in the two P3As the planning was already available, only different in the process of making and operating. So it has an impact on the involvement of farmers in overall activities, such as in paying IPAIR, in Tirtaguna. Most of the 81% of farmers said that planning was made by the management involving members, whereas in Sarimukti, only 10% of members said that planning was made involving members. this difference distinguishes farmers' sense of ownership and participation in paying contributions (IPAIR)... as stated by PSDA Region III Ciranjang administrators, since P3A Tirta guna has always been right to pay for IPAIR, it is always right and never in arrears .... While Sari is very participatory at around 15%, so that when there is a lack of water conflicts often occur at the level of the farmer.

#### 2. Decision Making.

Organizationally the decision-making process is divided into three, namely policy decisions (decisions in setting goals and how to achieve goals); strategic decisions (decisions in determining how to achieve specific goals); tactical decisions (operationalization of strategic decisions on how to shape their activities to achieve goals). All of this is aimed at finding alternative actions that are appropriate and effective in achieving goals.

In contrast to P3A Tirtaguna, in P3A Sarimukti, decisions are mostly dominated by the management and chairman, especially decisions that are of a policy nature. Previously able to involve members because of the relatively good village support (dependence on villages), now with a change of leadership, P3A seems to be moving on its own, but that is difficult because the organization is relatively large. Likewise, those related to the strategic decisions of the management and the chairman still determine, as in the allocation of water, it is enough to be done by the chairman and the management, and the ulu-ulu is sufficient to receive instructions. Ulu-ulu as a tactical decision-maker. only work together with field officers, to arrange the water to get to the farmers' fields. Even in the distribution of water this is often not smooth because many channels are not repaired as a result of IPAIR not entering, officials are reluctant to repair it. The low participation of farmers in paying irrigation water contributions (IPAIR), because of their participation, is buying up large farmers who are not paying as the informant said ....*patani di dieumah rada sesah mayar iuran teh, kacuali aya intruksi ti desa...*

*eta jeung dicontoan kunu lega sawahna, maenya luas tanahna 2 Ha mayar kur 50 kg...atuh mayar pagawe jadi nombokan....*(Efendi Nur) Farmers here when collecting water fees are rather difficult unless there is an instruction from the village, .... and many who do not participate are large farmers, made an example by other farmers, so that there is a tendency that the more extensive the land under control the lower the awareness of paying water fees.

The weak participation of members in irrigation contributions is not only because: (1) copying the upper layers (farmers' land area) that are not paid, but (2) also because some of the administrators are not trustworthy, get paid from farmers but are not handed over to the organization, as a result are deficit organization pays workers.

This is a picture of weakness in decision making that only relies on the strengths of figures, without involving the community as users. Klebe Trevino Research (1986). Nurani (2013), Tahir, M Iwan (2017), Regarding the interactionist model of decision making in organizations that combines individual variables (moral development, etc.) with situational variables (user environment) to explain and predict the ethical behavior of individual decisions in organizations. This model focuses on the components of the external environment where the organization is located. It turns out that the environment, especially the user, becomes an important variable needed in making decisions in the organization, because user satisfaction is one of the goals of an organization that is open to the environment. This means that the involvement of members in decision making will foster a sense of ownership of the organization.

### 3. Coordination

The process of coordination is a process of unifying opinions, thoughts and even initiatives that are different from individuals in the organization. This is important to do, driven by the chairman or leader so that there are similarities in motion and action in accordance with their functions and roles. In P3A Tirta guna, this coordination is always built up, so there is no overlap, in action, at least in meetings with the management, even with ulu-ulu and workers who are also attended by several members, conducted once a month... *ketua sabulan sakalimah kedah pertemuan bade sa jam ,dua jam ,kanggo ngabahas perkawis kalancaran cai kasawah-sawah patani.* (Ahmad Sofyan). Even though it has been scheduled in the distribution of water, and maintenance of the network, officers always coordinate with the chairman as stated by the officer...*sateu acan di damel abdi lapor kaketua, kalau ada masalah kurang cai, langsung koordinasi sareng petugas blok sanes, oge sareng ketua, supados cai dugi ka hilir..* (Aep, ulu-ulu). Before working, officers usually report to the chairperson and coordinate with other officers so that the one who is striving to get water.

Whereas in P3A Sari Mukti, coordination is not going well, there is even a tendency not, so farmers walk independently to get water... *ku ayeunamah patani sangareunahna make gogol sagede panto cai oge dibuka, di ruksak , da ka P3A mah moal ngagugu, kacuali aya panggeureuh ti pamarentah , da lamun di geureuh-geureuh ku didieumah lain pisaeun ..* (Efendi Nur) at this time the peasants are delicious, just a large flood gate is immediately dismantled by the farmer, if it is banned by P3A, instead of being good, except by the government. From this phenomenon, it is apparent in P3A Sari Mukti because the management has either been or is not even functioning, so coordination between the management and between the management and the chairman is not good enough.

### 4. Socialization

It is a process of teaching organizational norms to members, not only to institutionalize (institutionalization) but to become internalized, so that their behavior is patterned according to norms.

In P3A Tirta Guna, all water management activities at the farm level are started from the community, by the community for the community, with a shared concept, teaching these organizational rules are often carried out or delivered...*upami aya kempel-kempel sareng patani seueur nu di dugikeun, diantawisna iuran cai, etamah kudu dibayar, lamun teu ku urang nya kusaha deui meresan saluran jeung neang caiteh, kan urang nuperlu, jadi wayahna bayar.. kan jang mayar nu digawe...* every time (at least 2 times a season), when the meeting is always reminded of the members, including reminding planting time... *kade kudu di inget waktu melak satiap blok kudu saragam, ulah paheula-heula , kudu nyoko kana aturran jeung rencana nu geus disawalakeun....* it means that the P3A has set a schedule for water use, based on blocks, so that the planting schedule of blocks must be considered not in unison, so that the water is sufficient. From this phenomenon several things are always socialized, such as : (1) *water contributions must always be paid on time (after harvest);* (2) *planting must comply with the rules;* (3) *do not damage the channel to take water.* The phenomena in P3A Tirta Guna are different from those in Sari Mukti P3A.

### 5. Clarification

Is the process of creating a well-rounded organization, to facilitate the course of organizational activities. In the sense of Transparency and accountability ... *terbuka kumaha ari bapa, eta bae traktor anu ti pamarentah duka dimana jugrugna,,,,, ari patani dipenta tanda tanganna, pas bade nambut teu aya...* (farmers in the middle and downstream) that happened in P3A Sari Mukti. In Tirta Guna everything is clear.



## 6. Supervision

The process of supervision or control so that all members behave in accordance with organizational norms, by setting sanctions. Supervision that is not rigid, and is more personal, and involves the community, makes organizational sanctions truly understood by all members. This research is in line with the research of Laura B. Cardinal (2004). Specifically, Cardinal's research highlights the role of formal and informal control as controlling, and provides a step towards making organizational control theory more dynamic, namely supervision without intimidation, formal control through rules, and informal control through a personal approach. Only in P3A Tirtaguna does the supervision involve the community.

## Individuals in Organizations.

The movement back and forth of an organization is shown by the organizational process, as a process in achieving goals. But furthermore, the motion is closely related to the organizational system and structure, which becomes a vehicle for individuals/members of an organization (P3A) to involve themselves in their activities (meso approach). Furthermore, the P3A movement is inseparable from the role of individuals in the organization (micro approach). If we trace David Krech's opinion, there are several individual factors related to the actions of a person/farmer in the organization, namely knowledge, attitudes, motivation, role perception, and appearance. The five factors do not work alone, but are interrelated to one another. When farmers enter the organization, these five factors can be positive in themselves or vice versa.

**Table 6. Farmers in WUA organizations in percent**

| Factors                  | Tirta Guna |       | Sari Mukti |     |
|--------------------------|------------|-------|------------|-----|
|                          | n=16       |       | n=56       |     |
|                          | +          | -     | +          | -   |
|                          | (%)        | (%)   | (%)        | (%) |
| organizational knowledge | 81,00      | 19,00 | 16         | 84  |
| Attitude                 | 100        | -     | 18         | 82  |
| Motivation               | 100        | -     | 25         | 75  |
| Perception               | 100        | -     | 25         | 75  |
| Involvement              | 100        | -     | 15         | 85  |

The power or energy used in mobilizing an organization or action in an organization, is a strength that grows from the results of the accumulation of elements present in the person's personality. That is in the form of knowledge, attitudes, perceptions and motivation.

The information revealed from the data contained in Table 6. The difference in the commitment of members to the organization is very much down to how to place farmers in an organization, when farmers are placed as subjects, their commitment turns out to be far different from farmers placed as part of the organization. This indication can be seen starting from the efforts of member farmers to understand the functions, roles and benefits of

the organization they occupy. Most farmers (96%) in P3A TirtaGuna have The knowledge, attitudes, role perception motivation, and positive involvement in the organization, whereas 80% of P3A members Sari Mukti appear to have negative values.

## CONCLUSIONS

Of the two P3As included in the active category, only P3A Tirtaguna was effective in achieving the objectives, or included as dynamic; Systematically, the size of the organization is very large in relation to the balance of the system in achieving goals; Organizational philosophy that arises from the community and side with the community, strengthen community involvement in achieving goals; Structurally the roles of formal and informal leaders are still dominant in moving P3A institutions; The process of socialization, coordination and clarification (Transparency and accountability), strengthen farmers' commitment to P3A; The placement of farmers as subjects in P3A activities, encourages the dynamics of the organization.

## REFERENCES

- Alshanbri, N., Khalfan, M., Noor, M.A., Debopriya, D., Zhang, K. & Maqsood, T. (2015). Employees' turnover, knowledge management and human resource management : a case of Nitaqat program. *International Journal of Social Sciences and Humanity*. 5, (8), 701-706
- Alvin, L.B. (1978). *Sosiologi: Kepribadian, Sosialisasi, dan Kebudayaan*. Diterjemahkan Oleh Sanapiah S. Faisal. Malang: FIP IKIP Malang.
- Anne, B. (1988). *Tinjauan sejarah perkembangan irigasi di Indonesia sebelum kemerdekaan: irigasi kelembagaan dan ekonomi*. Jakarta: Gramedia
- Bambang, I. (2015). *Dinamika produksi padi sawah dan gogo: implikasinya terhadap kebijakan peningkatan produksi padi*. Jakarta: Badan Litbang Pertanian.
- Duncan, R & Zaltman, G. (1977). *Strategies For Planned Change*. Awiley-Interscience Publication. John Wiley & Sons. New York. London: Sydney.Toronto
- Efendi, P. (2008). *Irigasi masa depan : memperjuangkan Kesejahteraan Petani dan Ketahanan Pangan*. Jakarta: Penerbit Jaringan Komunikasi Irigasi Indonesia.
- E Quinn., R. & Cameron, K. (1983). *Organizational Life Cycles and Shifting Criteria of Effectiveness*. *Management Science*. 29, (1), 33-51
- Fida, A. (2007). *Human Resources Management and Knowledge Management: A Road toward Improving Organizational Performance*. *American Academy of Business*. 11, (2), 124-135.

- Greenan, N. & Guellec, D. (1998). Firm Organization, Technology and Performance: An Empirical Study. *Economics of Innovation and New Technology*. 6, (4), 313-347
- I Schafheutle, E. (2013). Organizational Phylosophy as a new Perspective on Understanding the Learning of Professionalism. *American Journal of Pharmceutical*. 77, (10), 214-224
- John, Crotts., Dundan, R.D., Robert, C. (2005). Aligning Organizational Processes With Mission: The Case Of Service Excellence. *Academy of Management Perspective*. 19, (3), 120-135
- Klebe, T.L. (1986). Ethical Decision Making in Organizations: A Person-Situation Interactionist Model. *Academy of Management Review*. 11, (3), 601-617
- Laura, B.C. (2004). Balancing and Rebalancing in the Creation and Evolution of Organizational Control. *Organization Science Journal*. 15, (4), 411-431
- Nurani, H., Dwiana, E., & Eti, E. (2013). Pengaruh kepemimpinan, motivasi usaha dan penggunaan informasi terhadap kinerja pengambilan keputusan dan dampaknya terhadap kinerja perusahaan. *Sosiohumaniora*. 15, (3), 261-271.
- Randolph, A.W . (1995). Navigating the Journey of Empowerment. *Organizational Dynamics*. 23, (4), 19-32.
- Ritzer, G. (2012). *Teori sosiologi : dari sosiologi klasik sampai perkembangan terahir postmodern*. Alih bahasa : Saut Pasaribu, Rh Widodo, Eka Nugraha. Yogyakarta: Penerbit Pustaka Pelajar
- Ritzer, G. (2013). *The wiley black wel companion to sosiologi*. Alih Bahasa: Daryatno. Yogyakarta: Penerbit Pustaka Pelajar.
- Silver, S., Randopl, W.A., Seibert, S. (2006). Implementing and sustaining empowerment: lesson learned from comparison of a for-profit and nonprofit organization. *Journal of Management Inquiry*. XX, (X), 1-12
- Sukayat, Y. (1994). Partisipasi petani dalam penatagunaan air di tingkat usahatani. *Tesis*. Program Pascasarjana Universitas Padjadjaran Bandung.
- Tahir, M.I. (2017). Model efektivitas organisasi pemerintahan desa. *Sosiohumaniora*. 19, (3), 233-237
- Zheing, W., & Baiyin, Y. (2010). Linking Organizational Culture, Structure, Strategy, And Organizational Effectiveness: Mediating Role Of Knowledge Management.. *Journal of Business Research*. 63, (7), 763-771.