

Performance Model of Vaname Shrimp Farmer Group in Muaragembong District, Bekasi Regency

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Abstract

This study aimed to investigate the impact of empowerment, competence, and transformational leadership on performance, as well as the effect of these factors on the welfare of vaname shrimp farmers in Muaragembong District, Bekasi Regency. The research used descriptive and verification methods, employing path analysis to analyze the data. The respondents were members of Pokdakan Mina Bakti, with interviews and questionnaires used to measure the influence of each variable. The results indicated that empowerment and leadership had no significant impact on performance, while competence had a positive effect on member performance. Empowerment and competence were found to have a positive impact on the welfare of the members, along with performance. However, leadership had a negative effect on welfare. The study also established a model showing that members played a crucial role in improving welfare, emphasizing the importance of training programs and motivation from the head of the farm. Training activities should focus on the development of techniques and addressing modern farming challenges to enhance shrimp productivity and quality. Finally, the provision of supportive facilities and infrastructure was recommended to further support the members.

Keywords: Performance Model; Empowerment; Competence; Transformational Leadership; Performance; Welfare.

Introduction

One of the programmes developed as a result of the Social Forestry Programme in Muaragembong, Bekasi-West Java, is shrimp farming, particularly vaname shrimp farming. Vaname shrimp farming is one of the leading commodities. In addition, Indonesia's economic future is in the maritime sector, including aquaculture. According to data from the Food and Agriculture Organisation (FAO), around 52 percent of the world's consumption of fishery products comes from the aquaculture sector. With reference to this data, the business potential in the aquaculture sector, including shrimp farming, is increasingly promising (Kusumawati, 2020).

According to the Law of the Republic of Indonesia Number 45 concerning Amendments to Law Number 31 of 2004 concerning Fisheries (2009) article 1 paragraph 4, shrimp and crabs are included in the fish category. This is in accordance with the Law of the Republic of Indonesia Number 45 concerning Amendments to Law Number 31 of 2004 concerning Fisheries. Article 1 paragraph 4 explains that shrimp and crabs are included in the fish category.

Of the many farmers in the Muaragembong area, there is one fish farming group. The group is the Mina Bakti Fish Farming Group (Pokdakan). M. Ihsan chairs the group and operates six ponds. Under the leadership of M. Ihsan, Pokdakan Mina Bakti, which has been operating conventional ponds since 2018, then coordinated with all Pokdakan members to revitalise them into intensive ponds by utilising the empowerment of the Social Forestry Program. The reason for the revitalization was because in 2018 and 2019

there were crop failures. This shows that he has good leadership because he is able to read the situation and then invite his members to change their pond system so that welfare increases in accordance with the vision and mission of the pokdakan. This means that M. Ihsan has transformational leadership, where this leadership is a process of influencing attitudes and assumptions and building the commitment of organisational members to achieve the mission and goals of the organisation (Widyastuti & Manara, 2014).

It was not easy to convince the Pokdakan members because all of them, who are natives of Muaragembong, have been farmers for a long time. Competence in shrimp farming is unquestionable due to the passing down of knowledge from generation to generation. However, this competence is less relevant to current conditions where market demand (especially exports) requires a certain quality and quantity. However, relying solely on our current competencies will not allow us to achieve this. Therefore, the observation shows how M. Ihsan approaches each Pokdakan member individually so that they want to change through the pond revitalization programme initiated by M. Ihsan. In addition to the individual approach, he also conducted the programmes initiated in socialforestry so that the members were inspired to follow them.

The competence of the farmers, who only focus on shrimp development, is not enough to improve the productivity and quality of their ponds. Therefore, M. Ihsan, when collaborating and participating in the Social Forestry Programme initiated by Perhutani as well as Bank Mandiri and other related parties, discussed determining what skills, knowledge, and insights are needed to improve the productivity and quality of shrimp ponds.

Bank Mandiri supported the revitalization of the Pokdakan Mina Bakti pond system through the Muaragembong Farmer development model, which was initiated by Perhutani as part of the Social Forestry Program. The development model is carried out through: infrastructure; sociocultural; institutional; mentoring and off-takers; financing farmers; increasing capability programmes; use of pond modernization technology; and monitoring the mangrove conservation process. In terms of capital itself, Bank Mandiri provides People's Business Credit (KUR) financing for pond operations. The purpose of this programme is to achieve economic equality through more systematic and intensive forest management, still based on the interests of community economic development (Tumilaar, 2018). However, this empowerment programme is not optimal because the harvest has not met the expected quality and quantity. The results of the interview with M. Ihsan show that the size of the shrimp from the harvest is not uniform, so it does not meet the requirements for export. Not to mention the quantity of crops that also do not meet the requirements. The harvest can only meet the needs of the local and regional markets.

The change from conventional pond systems to revitalization has certainly produced encouraging results, where each pond has produced 40 tonnes of vaname shrimp for one harvest period (Kusumawati, 2020). However, while the performance of the harvest is quite encouraging, it is still felt that productivity is still lacking and has not been able to reach the industrial scale. For example, the productivity of vaname shrimp ponds in Pokdakan Mina Bakti is 100–200 kg/ha even though the ponds have a production potential of 70 tons/year. In addition, the quality of shrimp produced has not been stable (for example, in terms of size). Both of these make it difficult to obtain financing and penetrate larger markets, especially export markets. Furthermore, the absence of the Fisheries Hazard Analysis and Critical Control Point (HACCP) certificate, which Pokdakan does not yet possess, adds to the challenges of entering both the export market and specific segments of the national market.

The non-optimal performance of Pokdakan Mina Bakti members has an impact on the welfare of the Pokdakan members. The members still feel that they lack the income they can obtain. This also has an impact on the welfare in the field of education that they can provide to their children. Empowering employees improves their performance. Empowering employees leads to better performance. This is as stated by Putri & Ardana (2016), who argued that employee empowerment significantly has a positive effect on employee performance. Furthermore, they also revealed that to improve employee performance, the company must give awards to improve employee achievement. In addition, companies are expected to provide wider opportunities for employees to engage in work (Putri & Ardana, 2016).

Pinandita et al., (2020) also suggested the same thing, where there is a positive and significant effect of employee empowerment and work motivation on employee performance. Likewise, Isrorina & Setyowati (2009) stated that employee empowerment has a positive and significant effect on organizational climate. Job characteristics have a negative but insignificant effect on employee performance, while organizational climate has a positive effect on employee performance but is not significant (Isrorina & Setyowati, 2009). The studies mentioned above demonstrate that empowerment positively affects performance. This positive effect on performance is also evident in this study. The government's social empowerment program through related institutions positively influences the performance of Pokdakan Mina Bakti members. Members' performance is positively impacted by the provision of technical training in modern vaname shrimp farming and supporting managerial training. This can be seen in the increase in quality and quantity of shrimp produced.

Performance is significantly related to competence and work motivation (Budiawan et al., 2015). Furthermore, Friolina et al. (2017) suggest that competence has a positive and significant effect on employee performance. If the competence of employees is in accordance with their work, their performance will increase. In addition, competence and environmental management systems have a significant influence on employee performance. Job satisfaction can also increase the influence of competence and management system performance on employee performance (Mulyanto et al., 2018).

Employees need competence to carry out work. Human resources have a very important position considering that it is greatly influenced by the quality of human resources, so competence and the work environment need to be considered to improve employee performance (Parashakti et al., 2020). Furthermore, higher employee competence positively and significantly impacts commitment. Therefore, the higher the employee's competence, the greater the commitment. The results also show that commitment will be available if employees have competencies that meet their needs. This means that to increase and maintain the commitment of state employees, top leaders must train and improve them. Thus, their knowledge and skills increase. Lockett shows that companies can get many benefits from their employees if these employees have knowledge, skills, and competencies (Lotunani et al., 2014).

Previous research indicates that competence positively affects performance. These findings are also evident in this study. The increased competence of farmer group members as a result of the Social Empowerment Program is seen to improve the quality and quantity of shrimp produced. Therefore, increased competence positively affects the performance of pokdakan members. Leadership is the ability of a person to influence others to do or not do something in line with what the leader wants (Matondang cited in Jaya & Ali, 2023). This factor of influencing others is at the core of leadership. As Yuki cited in Rifiana et al. (2022) pointed out, influence and motivation cause organizational members to contribute to the success of the organization.

Leaders are also conductors who maintain group cohesiveness. One of the factors that influence group cohesiveness, according to the Agricultural Human Resources Development Agency (2009), is leadership that protects, creates a sense of security, and can neutralize any differences (Faqih, 2016). To realize a successful farmer group, the government's role is more focused on shaping local leadership. The government can provide knowledge about economics and organization because local leaders already have energy and social capital and are able to carry out effective local informal management. The government just needs to develop the human resources of the members.

There are four things that must be built in local leaders, namely competence, communication, and a strong commitment to developing local groups, in order to meet the needs and interests of all members fairly, improve performance, and dynamize farmer groups (Utaminingsih, 2014). Then Prayogi & Lesmana (2021) found that there was a significant influence between leadership and motivation on the performance.

Previous research has shown that transformational leadership positively impacts performance. The positive impact of transformational leadership on performance is also evident in this study. The transformational leadership possessed by the head of the Pokdakan, Mina Bakti, appears to have a positive impact on the performance of the Pokdakan. Pokdakan leaders who are able to see opportunities in the future and have the network and courage to participate in the Social Empowerment Program from the government have proven to be able to improve the performance of Pokdakan members. The increase in the quality and quantity of shrimp produced by the members proves that their performance has increased. Jayanti & Sjaf (2017) suggest that there is a moderate relationship between empowerment strategies and welfare levels. This is also stated by Lalaun & Siahaya (2016), who state that there are significant differences in the impact of empowerment programs on community welfare.

Empowerment aims to empower and enable the community to be able to change their fate and be free from poverty. In connection with this goal, it is necessary to formulate an appropriate empowerment strategy. In implementing empowerment, it is necessary to see the potential of the community. The community is considered the subject of the program, not an object. The right and appropriate community empowerment program can provide skills and training or use other more appropriate empowerment factors so that, with maximum effort, it will certainly achieve welfare, which can significantly affect the welfare of the community (Lalaun & Siahaya, 2016).

So far, most empowerment programs from both the government and the private sector often do not run or are unsustainable. This is because the community is not involved in every stage of the process (Jayanti & Sjaf, 2017). In implementing the empowerment program, the community prepares themselves to always be active in supporting the government program, and in its implementation, the government evaluates the empowerment program in order to solve various existing problems (Lalaun & Siahaya, 2016). The most substantial thing in the empowerment strategy is how the empowerment is able to provide benefits to the community, so that if the community has felt the benefits, the sustainability of the program will be maintained (Jayanti & Sjaf, 2017).

Another thing is that the empowerment process does not deny the involvement of every party, including the government, the private sector, and the community. It is very important that the local government and investors play an active role in jointly opening up opportunities for local communities to actively participate in encouraging the spirit of change (Teja, 2015). In general, empowerment, whether carried out by the government or the private sector, is carried out individually without involving other parties in it, and the community is only considered the object of receiving the program. Without the support of each party, empowerment cannot succeed or the empowerment program will

not continue as it should, necessitating a synergy of support from each party to ensure the successful implementation of the empowerment program. In addition, the implementation of empowerment also requires intensive assistance and strives to create program sustainability and community independence. In addition, empowerment efforts must be carried out through a group approach, and institutional or group strengthening is a prerequisite (Jayanti & Sjaf, 2017). Previous research indicates that the empowerment program positively impacts the welfare of the members of the pokdakan. This study demonstrates that the empowerment program has a positive impact on the welfare of the members of the pokdakan. The increase in the quality and quantity of shrimp produced as a result of the Social Empowerment Program that was followed has increased the income of the members of the pokdakan. This increase in income certainly has an impact on improving the welfare of these members due to the availability of additional funds.

Wibowo & Wijono (2021) stated that there is a positive relationship between transformational leadership style and psychological well-being. The soldiers' psychological well-being improves as the transformational leadership style is carried out effectively. Conversely, if the transformational leadership style is inadequate or poor, the soldiers will also experience low psychological well-being. The studies mentioned above demonstrate that transformational leadership positively affects well-being. Furthermore, this study also demonstrates the positive impact of transformational leadership on well-being. The head of the pokdakan has successfully improved the welfare of its members through their possession of a transformational leadership style. Charisma, the ability to express a vision, mission, or view of the future, supported by good networking skills, has caused Pokdakan Mina Bakti to participate in the Social Empowerment Program, which has an impact on improving performance. The increase in performance then has a positive impact on increasing income and, of course, an increase in the welfare of Pokdakan members. For this reason, transformational leadership has a positive effect on welfare.

Welfare is one thing that is the goal of any business in any field. An institution is expected to raise the level of farmers' welfare in agriculture. There are three phases to realizing farmers' welfare: organizational empowerment, business network development, and increased competitiveness (Endaryanto et al., 2022). In addition, according to Ramdhani et al. (2015), there are several efforts needed to strengthen institutions. These efforts are: guiding farmers to be able to cooperate economically in groups; opening access to assistance and capital; increasing the efficiency and effectiveness of farmers; and increasing the capacity of farmers through various assistance and training for administrators and members. If organizational empowerment succeeds in strengthening agricultural products at the local level, then farmers in each region can increase their level of welfare due to the strengthening of their competitiveness.

Previous research indicates that empowerment strengthens performance, leading to increased welfare levels through enhanced competitiveness. Therefore, empowerment programs are assumed to have a positive effect on welfare improvement. This also applies to this study. The Social Empowerment Program that Pokdakan Mina Bakti participates in has a positive impact on improving its welfare. This condition is due to an increase in the competitiveness of pokdakan members through an increase in the quality and quantity of shrimp produced, which ultimately has an impact on improving the welfare of the pokdakan members. The purpose of this study is to obtain analytical results related to the effect of empowerment, competence, and transformational leadership on performance; the effect of empowerment, competence, and transformational leadership and performance on welfare; the effect of empowerment, competence, and transformational leadership on welfare through performance; and to obtain a performance model for vaname shrimp farmers in Muaragembong District, Bekasi Regency.

Method

This research uses descriptive and verification methods, as well as statistical analysis using path analysis. All members of the Mina Bakti Fish Farming Group (Pokdakan), namely 110 people, were respondents in this study. The results of interviews and questionnaires were used to process the data and measure the influence of each variable. We previously tested the questionnaire for validity and reliability. The results of measuring data through questionnaires for the variables studied are the independent variable and the dependent variable, in the form of ordinal data. To equalise the data from these variables, starting from ordinal data to interval data, changes will be made using the LISREL programme.

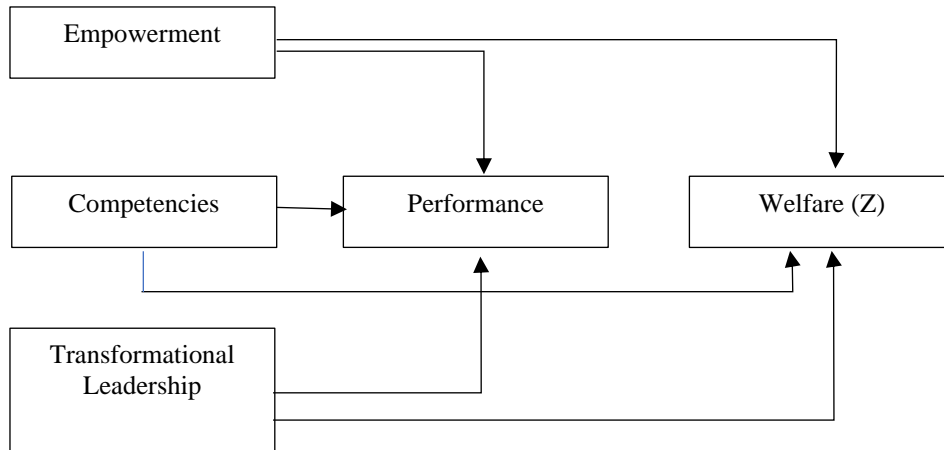


Figure 1. Research Paradigm

Based on the framework that has been prepared, the hypothesis is as follows:

1. Empowerment has a positive effect on performance.
2. Empowerment has a positive effect on welfare
3. Competence has a positive effect on performance.
4. Competence has a positive effect on welfare.
5. Transformational leadership has a positive effect on performance.
6. Transformational leadership has a positive effect on welfare
7. Performance has a positive effect on welfare.

Result and Discussion

1. Profile of Respondents

The profile of Pokdakan Mina Bakti members who are respondents in this study can be seen in the following table 1:

Table 1. Profile of Respondents

Indicator	Total	%
Gender	Female	110 100.00%
	Male	0 0.00%
	Total	110 100.00%
Length of time practicing vename shrimp farming	< 1 Year	38 34.55%
	1-3 Year	30 27.27%
	3-5 Year	42 38.18%
	Total	110 100.00%
Length of time as a Pokdakan member	< 1 Year	30 27.27%
	1-3 Year	38 34.55%
	3-5 Year	42 38.18%

Indicator	Total	%
	Total	110 100.00%
Education	Elementary School	22 20.00%
	Junior High School	24 21.82%
	Senior High School	51 46.36%
	University	13 11.82%
	Total	110 100.00%
Has there been an increase in welfare when revitalizing ponds and the Social Forestry Program?	Yes	98 89.09%
	No	12 10.91%
	Total	110 100.00%
Does the Social Forestry Program need to be conducted continuously in Pokdakan?	Yes	104 94.55%
	No	6 5.45%
	Total	110 100.00%

Source: Data Processing Results, September 2023.

All Pokdakan Mina Bakti members who are respondents in this study are male, with the majority having a high school education level. Meanwhile, some others have elementary and junior high school education levels. Interestingly enough, there are Pokdakan members who have a university education level, although only a minority. This at least shows the potential of vaname shrimp farming, which has very good prospects, so that it is pursued by members who have a high level of education.

Most of the respondents have been farming vaname shrimp for more than three years. This shows that they have very good experience and knowledge related to vaname shrimp farming. Furthermore, the majority of them have also been members of Pokdakan for more than three years. Pokdakan Mina Bakti members who became respondents also considered that there had been an increase in welfare when they revitalised their ponds as part of the Social Forestry Program. Therefore, they believe that the program should be implemented continuously. Overview of Empowerment, Competence, Transformational Leadership, Performance and Welfare of Pokdakan Mina Bakti

The following is a description of the empowerment, competence, transformational leadership, performance and welfare of Pokdakan Mina Bakti:

Table 2. Descriptive Description of Each Variable

Variable	%	Category
Empowerment	84.1%	Very useful and effective
Competence	82.6%	Competent
Leadership	86.9%	Very Good
Performance	86.1%	Very Good
Welfare	83.4%	prosperous

The Social Forestry Program implemented by the government effectively empowers vaname shrimp farming. From the analysis, it is known that the dimensions of assistance and capital assistance have a more significant impact when compared to the training dimension. This shows that if you want empowerment to have more impact, then the activities of empowerment must be emphasized, including mentoring and capital assistance. Possible improvements in the empowerment program include enhancing the sustainability and frequency of the training, as well as strengthening its monitoring and evaluation.

Farmer group members have good competence in vaname shrimp farming in ponds. The behavior dimension assessment strongly supports this evaluation. Meanwhile, the other dimensions have a competent assessment for the ability dimension and a strong emphasis on knowledge acquisition and mastery for the knowledge dimension. The improvement that still needs to be made is in the mastery of knowledge related to modern vaname shrimp farming. Increased knowledge is needed to optimize shrimp pond productivity, both in terms of the quantity of shrimp produced and the size of the shrimp itself, which requires uniformity.

Transformational leadership in Pokdakan Mina Bakti has been running very well. Of the three dimensions in the transformational leadership variable, the charisma dimension has a greater percentage when compared to other dimensions. Therefore, to achieve an increase in the dimensions of transformational leadership, focus should be placed on the charisma dimension. The frequency of farmer group leaders motivating members to always improve their performance still needs to be improved. So far, although in meetings they often discuss the vision and mission as well as future activities, the head of the farmer group does not often motivate its members.

The performance of pokdakan members is considered very good after participating in the government program. The performance of members, both in quality and quantity, is considered to have improved as expected. Of the two dimensions, it appears that the quantity dimension of shrimp is more impactful when compared to the quality dimension. The required productivity of shrimp ponds also needs to support the improvement of shrimp quality. Therefore, training, other facilities, and infrastructure support are needed so that what is currently owned is more adequate.

Members of Pokdakan Mina Bakti feel that they are already prosperous. This can be seen in the increasing level of family income after participating in the empowerment program from the government. Along with the increase in family income, the level of education in the family is also increasing. This happens because Pokdakan members can set aside their income to improve education in the family, especially for their children.

2. The Effect of Empowerment, Competence, and Leadership on the Performance of Fish Farmer Groups in Muaragembong and its Implications for Welfare

Verification analysis using path analysis was then carried out after descriptive analysis. From the calculation results, the structural relationship between variables is also obtained as can be seen in the following figure 3:

Table 3. Structural Equation

Structural Equations 1				
kinerja = 0.0692*pemberda + 0.645*kompeten + 0.283*kepemimp, Errorvar.= 0.00770, R ² = 0.992				
Standerr (0.102)	(0.203)	(0.144)	(0.00105)	
Z-values 0.681	3.177	1.971	7.314	
P-values 0.496	0.001	0.049	0.000	
Structural Equations 2				
kesejaht = 0.407*kinerja + 0.185*pemberda + 0.667*kompeten - 0.259*kepemimp, Errorvar.= 0.00215, R ² = 0.998				
Standerr (0.0510)	(0.0538)	(0.112)	(0.0772)	(0.000294)
Z-values 7.980	3.442	5.949	-3.360	7.314
P-values 0.000	0.001	0.000	0.001	0.000

Source: Results of the Questionnaire, September 2023.

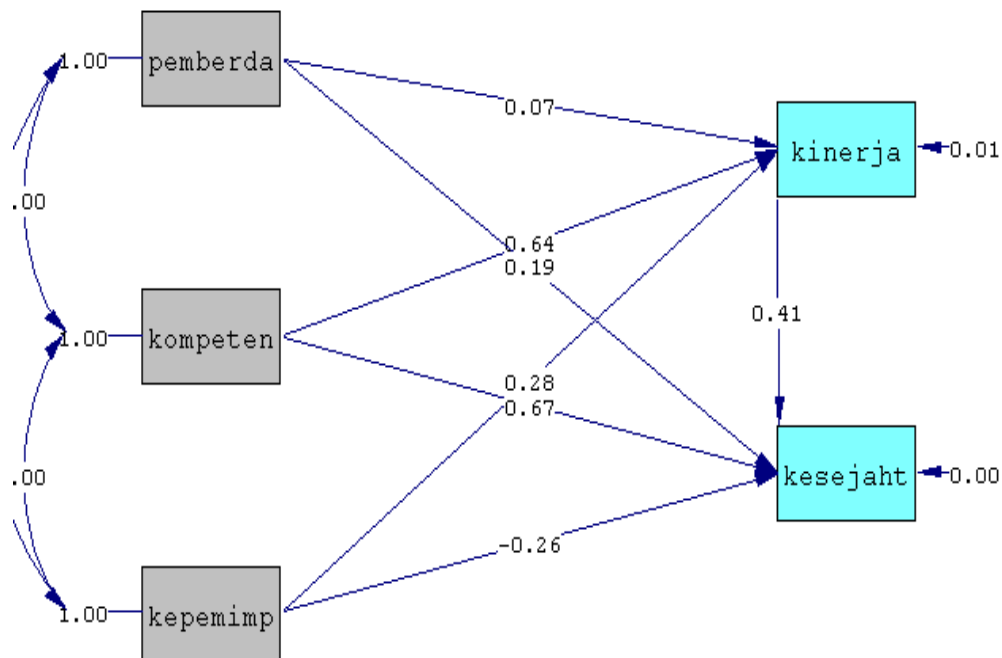


Figure 3: Structural Relationship Between Variables
 Source: Results of Questionnaire Processing, September 2023.

From the structural equation and structural relationship picture, the results of partial hypothesis testing for structural equation 1 and simultaneous and partial hypothesis testing for structural equation 2 can be seen in the following table 4:

Table 4. Hypothesis Test for Structural Equations I and II

Structural Equation I				
Hypothesis null	F _{count}	F _{table}	Result	Statistic Conclusion
Empowerment, competence and transformational leadership have no positive and significant effect on performance.	2,679,7	2,30	t _{count} > t _{table} H ₀ Rejected Significant	Empowerment, competence and transformational leadership have a positive and significant effect on performance.
Hypothesis null	t _{count}	t _{table}	Result	Statistic Conclusion
Empowerment has no positive and significant effect on performance	0,681	1,98	t _{count} < t _{table} H ₀ Accepted Insignificant	Empowerment has no positive and significant effect on performance
Competence has no positive and significant effect on performance	3,177	1,98	t _{count} > t _{table} H ₀ Rejected Significant	Competence has a positive and significant effect on performance
Transformational leadership has no positive and significant effect on performance	1,97	1,98	t _{count} < t _{table} H ₀ Accepted Insignificant	Transformational leadership has no positive and significant effect on performance

Structural Equation I				
Hypothesis null	F _{count}	F _{table}	Result	Statistic Conclusion
Empowerment, competence and transformational leadership have no positive and significant effect on performance.	7.250,9	2,30	t _{count} > t _{table} H ₀ Rejected Significant	Empowerment, competence and transformational leadership have a positive and significant effect on performance.
Hypothesis null	t _{count}	t _{table}	Result	Statistic Conclusion
Empowerment does not have a positive and significant effect on welfare	3,442	1,98	t _{count} > t _{table} H ₀ Rejected Significant	Empowerment has a positive and significant effect on welfare
Competence does not have a positive and significant effect on welfare	5,949	1,98	t _{count} > t _{table} H ₀ Rejected Significant	Competence has a positive and significant effect on welfare
Transformational leadership does not have a positive and significant effect on welfare	3,360	1,98	t _{count} < t _{table} H ₀ Accepted Insignificant	Transformational leadership does not have a positive and significant effect on welfare
Performance does not have a positive and significant effect on welfare	7,314	1,98	t _{count} > t _{table} H ₀ Rejected Significant	Performance has a positive and significant effect on welfare

Source: Results of the Questionnaire, September 2023

From the table 4 above, it can be seen that simultaneously, both empowerment, competence, and leadership have a significant effect on performance. However, when tested partially, only the competency variable has a significant effect on performance. This shows that only competence has a direct impact on the performance of Pokdakan Mina Bakti members. This is as stated by Budiawan et al. (2015) and Friolina et al. (2017), which also suggest that competence has a positive and significant effect on employee performance. If the competence of employees is in accordance with their work, their performance will increase. Meanwhile, empowerment has had no significant effect on performance. This is not in accordance with what was stated by Putri & Ardana (2016), where employee empowerment significantly has a positive effect on employee performance. Furthermore, Pinandita et al., (2020) also argued the same thing: there is a positive and significant effect of employee empowerment on employee performance. Likewise, Isrorina & Setyowati (2009) stated that employee empowerment has a positive and significant effect on organizational climate. Likewise, transformational leadership also has no significant effect on performance. These results contradict the results of research conducted by Prayogi & Lesmana (2021), which found that there is a significant influence of leadership on performance.

The condition where empowerment and transformational leadership have no significant effect on performance can be interpreted as meaning that the performance of farmers is not determined by empowerment and transformational leadership. When

associated with the results of observations made by the author, it is found that this can be caused by the economic, cultural, or mental conditions of the farmers, where their perception of the empowerment program is the provision of capital that can help them run the pond so as to improve their welfare rather than their performance. Likewise, with transformational leadership, they feel that they are capable of running the pond because they have been doing it for a long time, so they do not need encouragement from a leader. Most farmer group members exhibit prominent characteristics of stubbornness and resistance to being told. Therefore, despite the high correlation between the empowerment program and competence, it is necessary to conduct the program continuously because of their unwillingness to learn anything that can enhance their competence.

In relation to structural equation 2, the table above shows that simultaneously, empowerment, competence, leadership, and performance have a significant effect on welfare. Likewise, when tested partially, all variables have a positive and significant effect on welfare. This shows that improving the welfare of Pokdakan Mina Bakti members can be done by increasing the empowerment, competence, transformational leadership, and performance of the Pokdakan members themselves.

The results of the research above, where the variables of empowerment, competence, transformational leadership, and performance alone have a significant effect, are in accordance with the results of research from Jayanti & Sjaf (2017) suggesting that there is a moderate relationship between empowerment strategies and welfare levels. This is also as stated by Lalaun & Siahaya (2016), who stated that there are significant differences in the impact of empowerment programs on community welfare (Lalaun & Siahaya, 2016). Furthermore, Ramdhani et al. (2015) argued that if organizational empowerment succeeds in strengthening products, then farmers in each region can increase their level of welfare due to the strengthening of their competitiveness.

From the structural equation and the resulting relationship picture and hypothesis testing that has been carried out, the magnitude of the influence of each variable is seen in table 5:

Table 5. Magnitude of Variable Influence

Correlations	Coefficient	Effect		Total
		Direct	Indirect	
Structural Equation I				
Competence to Performance	0.645	41,60%	-	41,60%
Total Effect				41,60%
Residual Factor				58,40%
Structural Equation II				
Empowerment to Welfare	0.19	3.61%	7.79%	11.40%
Competence to Welfare	0.67	44.89%	-4.69%	40.20%
Transformational Leadership to Welfare	-0.26	6.76%	22.69%	-15.60%
Performance to Welfare	0.41	16.81%	-	16.81%
Total Effect				52.81%
Residual Factor				47.19%

Source: Results of the Questionnaire, September 2023

The table 5 above shows that for structural equation 1, competence affects performance by 41.60 percent. This can be interpreted as meaning that competence has a strong impact on performance. Meanwhile, in structural equation 2, competence has a more dominant effect when compared to other variables. The impact on performance is quite large, followed by the impact of the influence of the empowerment variable. Meanwhile, the transformational leadership variable has a negative influence. This shows that the better the transformational leadership of the head of the pokdakan, the more it will reduce the welfare of the members.

This is contrary to what was stated by Wibowo & Wijono (2021). They suggest that there is a positive relationship between transformational leadership style and psychological well-being. The better the transformational leadership style is implemented, the greater the improvement in psychological well-being. To improve the welfare of the Pokdakan members, the focus should be on increasing their competence. After that, the welfare of the Pokdakan members can be enhanced through improving member performance and empowering them. The inhibiting factors that make the performance and welfare of Pokdakan Mina Bakti members not optimal are:

- a. Not optimal training (both managerial and technical shrimp farming training) from the empowerment program. The optimization in question is the sustainability and frequency of such training as well as its monitoring and evaluation.
- b. Not optimal mastery of knowledge related to modern vaname shrimp farming. This has an impact on not achieving the optimization of shrimp pond productivity, both in terms of the quantity of shrimp produced and the size of the shrimp itself, which requires uniformity.
- c. Frequency of group leaders in motivating members to constantly improve their performance. During this time, although meetings often discuss the vision and mission as well as future activities, the head of the pokdakan less often motivates its members. This has caused members to sometimes lose their enthusiasm to continue developing in the pokdakan.
- d. The quantity of shrimp produced per hectare of pond is not yet optimal. Of course, this requires training and other facilities and infrastructure support so that what is currently owned is more adequate.

3. Performance Model of Vaname Shrimp Farmer Group in Muaragembong District, Bekasi

The results of hypothesis testing, both partially and simultaneously in structural equations 1 and 2, show that there are several correlations that are not significant so that they can be eliminated / ignored in the model. Therefore, the model of the performance of vaname shrimp farmer groups in Muaragembong Bekasi District is as follows:

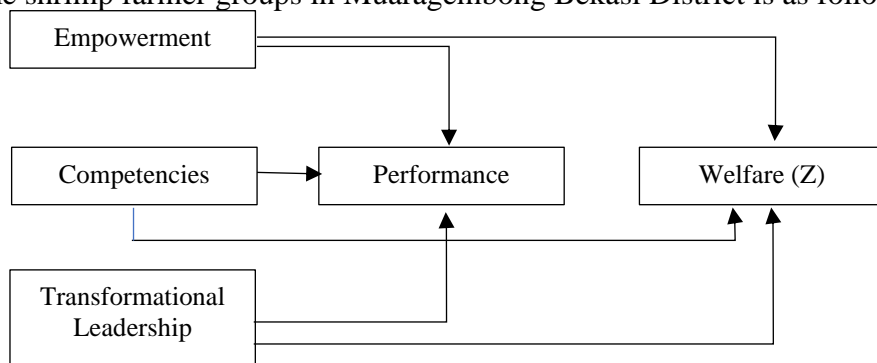


Figure 4. Vaname Shrimp Farmer Group Performance Model

Source: Results of the Questionnaire, September, 2023.

The performance model in the figure above shows that improving welfare can be done by increasing competence and optimizing empowerment programs and performance. However, the higher the transformational leadership (because it has a negative coefficient) owned by the head of the pokdakan will actually have an impact on decreasing welfare. It can be understood that when the head of the pokdakan dominates to lead and direct members, welfare will not increase or will even decrease because what is needed in improving welfare is an increase in the performance of members supported by an increase in competence and empowerment of members. So it is the members who play a very crucial role in improving welfare, not the chairperson. In relation to the crucial role of members, this also applies to improving their performance. Only an increase in the competence of pokdakan members can improve performance. Increased competence supported by optimization of empowerment will always support the performance improvement of pokdakan members.

The model and explanation above show that in the Vaname Shrimp Farmer Group Performance model the main and crucial role lies with the members not with the chairman or leader. The role of members is crucial in improving performance and welfare not the chairman. Improved performance of members as a result of increased competence supported by empowerment, can support or improve the welfare of members.

Conclusion

Empowerment is strongly unrelated and has no impact on the performance of Pokdakan Mina Bakti members in Muaragembong, Bekasi, or West Java. The same goes for leadership. Competence positively impacts member performance. Empowering Pokdakan members has a positive impact and is closely related to their welfare. Similarly, competence and performance positively impact and are closely related to welfare. Furthermore, leadership has a significant, albeit negative, impact on welfare. Furthermore, empowerment, competence, and transformational leadership have a significant impact on welfare through member performance. Increasing competence and optimizing empowerment programs and performance can improve the welfare of vaname shrimp farmers in the performance model built in this study. However, the higher transformational leadership will actually have an impact on decreasing welfare. Meanwhile, improving performance can be done by increasing competence, supported by empowerment. The resulting model also shows that the main and crucial role lies with members rather than organizational leaders. Emphasizing the sustainability and frequency of training activities as well as monitoring and evaluation can optimize the training activities as part of the Social Forestry Program. To ensure the productivity and quality of the shrimp produced meet expectations, it is necessary to provide training on the development of techniques and problem-solving in modern vaname shrimp farming. Supporting facilities and infrastructure also need to be provided. In addition, increasing the frequency of motivation provided by the head of the pokdakan to its members can enhance their enthusiasm for continuous development.

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