



















wet cocoa beans are accompanied by the appropriate payment of the price of grain quality are submitted.

With this type of machinery and equipment fermentation that used the amount of fermented cocoa beans of wet in need of 1,200 kg each time processing.. This means that the long time fermentation of 5 days, so the processing can be done up to 6 times a month. So then if just one unit processing that need amount of cocoa beans as much as 7.2 ton or will produce cocoa bean fermentation as much as 2376 kg (33% yield) in a month. If the production capabilities adjusted with the harvest season each year only 3-4 months, then the total raw material requirements of at least 21.6 tones and produce as much as 7128 kg of cocoa bean fermentation (3 months of production). The number of farmers involved as many as 44 people (the assuming of each depositing 500 kg for 3 months of harvest).

This model can also be developed if you choose the second alternative, where the processing is delegated to each hamlet which is still in the 1 LEM in the village that This is done not only for easy access to the members of processing units but also to be able to enhance the members' ability to produce LEM. For example, if in one village there are three hamlets, the potential to produce fermented cocoa beans as much as 21.384 tons per year, and the number of farmers who can take as many as 130 people. This potential is not too high given the number of residents in each village amount exceeded the that needed and the opportunity to supply the PT. KKI industry is still quite large, because the company needs 35,000 tons of fermented cocoa beans per year. In this connection, will be further described will be further described about the institutional engineering in terms of design organization devoted to increasing the added value of cocoa beans produced by farmers in South Konawe

**4.4 Structure design of organization and job description fermentation processing unit**

The organization is a tool used by a person in coordinating activities to generate value or something the expected in achieving targeted goals In the face of changing technology and business competition, design (engineering) organizations may change from the previous state to another form is selected because it is more effective.

An organization is said to be effective is usually measured by three indicators of performance, control, innovation, and efficient in achieving the targeted goals Control here means the ability to control the external environment and its ability to attract customers and the resources needed. Innovation is the development of processes, structure, culture, and often involves the development of human resource skills needed in the realization of products/services to follow the development of innovative business Efficient means that the development and facilities and infrastructure companies in support of procurement and distribution at a time when appropriate and effective use of the budget

**4.5 Organizational structure LEM prosperous before any changes**

Institutional performance LEM Prosperous shows that the institutional cluster (village) has not been able to overcome the problems faced by its members, in particular the ability to provide loans for existing business units are not well developed therefore, of institutional this cluster needs to be done re-engineering to further optimize its role. Starting from it those so one of forms is the expansion of the activity processing of unit fermentation needs to be done professionally The organizational structure of Prosperous LEM the current can be shown in the following figure.

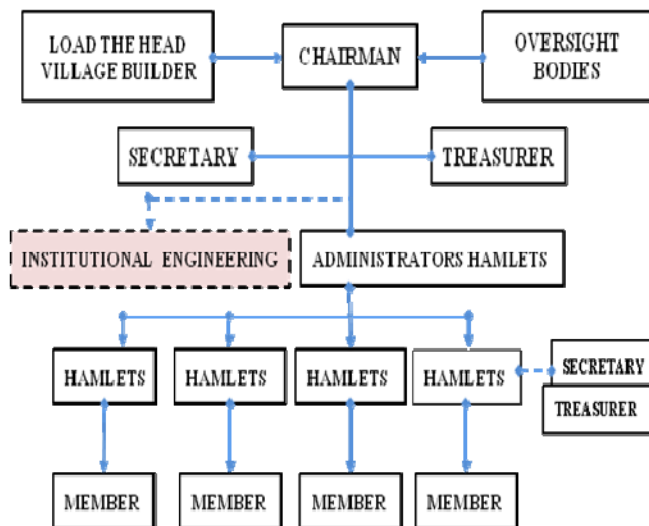


Figure 2: The structure organization LEM before Engineering

Based on Figure 1 shows that the organizational structure of the LEM Prosperous the current, is still a simple shape, with a basic structure in accordance with the constitution and by-laws (AD/ART). Despite the fact that no institution has had business units, such as savings and loans and trade (inputs and nurseries), but management is not within the framework of but the management is not within the framework of a formal structure, because all the units are managed directly by the chairman, secretary and treasurer This seems from the lack of development of these units. This condition may be caused by lack of capital and managerial capabilities administrators. For that, we need a LEM institutional engineering.

Esman (1986); Sri Mulato dan Edy Suharyanto (2010) institutional development can be defined as the planning, structuring and guidance of new organizations or existing rearranged to realize: (1) changes in the values, functions, technology, physical and social, (2) define, develop and protect normative relationships and patterns of a new action, (3) the support and completeness in that environment Institutional development of cocoa farmers is directed to establish cooperation through business groups in which will be formed new functions and new norms that will govern all activities of the organization in achieving its goals. In addition, institutional development will be easier when it comes to a functional relationship, so that institutional development fermentation unit directed to functional

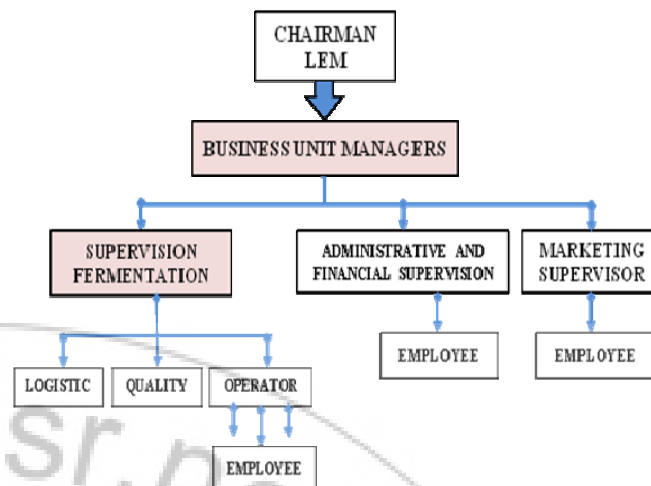
cooperation to achieve common goals Particularly through cooperation between members of the business units LEM Prosperous, and to ensure the market in make partnership with industry that KKI. The Design of organizations fermentation processing unit carried by the following stages:

1. Determine the level of organizational hierarchy
2. Determine the amount of units or span of control
3. Classify positions in the organization
4. Naming job titles
5. Draw the structure of the organization

Initial stages of designing the organization fermentation processing unit that determines the level of organizational hierarchy. Each organization has its own uniqueness accordingly. The considerations initial to in designing this organization is a scale organization that is still modest with the amount of staff that is still little. In addition, other considerations are used in order to organization be more effective is the level of communication performance, work and business benefits. Based on the observations and opinions of the practitioners there lines correlation between the number of hierarchy with the number of workers (members) in a company. Most organizations with scale 1.000 employed has a hierarchy of not more than 4 levels, consisting of the CEO department manager (function), supervisors, and labor operations (Yussi Santoso et al, 2013).

Based on situation and condition the existing the design hierarchy the organization formed consists of three levels, namely: business unit managers, supervisors' functional and technical workforce / operational (span of control). The next step is to determine how much should be in the form of working groups, or how many people in a work unit. There are the factors that can determine the level of span of control is needed, namely: the complexity and the internal correlations between each work of his subordinates. The result of survey Woodward, 1965 in Yusi (2013), found that an average of 6 chief executive position of 5 industrial companies in observe, manage more than 12 positions. And there is a row of supervisors in the field of mass production with an average span of control of his approaching between 40 to 90 people.

Given the scope of work organization LEM Welfare this still limited so the structure will be simpler for that amount of staff needed a few others Therefore then, the span of control is limited and grouped into three organizational functions most needed, namely, the production function; administrative function and marketing functions. These functions will each be governed by a one supervisor (supervisor). As a business unit, and the unit was named processing units fermentation which are under the authority of the chairman of LEM.



**Figure 3:** Organizational of Structure the Engineering LEM Processing Unit Fermented Cocoa

The leader of the institution called the manager of the unit. Employees who are in the bottom consists of the production (fermentation supervisor); administration and finance; and marketing. In the production will have 3 affairs that matters logistics manager of incoming raw materials and outgoing, which manages the affairs of the quality of the testing problem in the quality of cocoa beans received from farmers and test the quality of goods produced. At the operator will take the problem the process of production particularly with regard to the operation of the machines and other technical equipment. This section will be helped by at least three people, namely the one handling collection of raw material one person handles the process of fermentation in the box to finish, and one person handle laundering, drying to dry, and packing up ready for sale. Based on that so the design of the organizational structure LEM Welfare already in engineering by adding 1 unit fermentation processing can be seen in the following figure.

So that the structure of simple organizational the pattern of the relationship is direct, so that the organization's activities can be carried out by a mechanism that is flexible and fast. The costs associated with the coordination and control is usually relatively small. Based on the organizational structure that the following described job description of some of the functions associated with the activity of the fermentation processing unit in LEM Welfare as follows:

1. **Fermentation Unit Manager**, in carrying out its duties the manager is directly responsible to the chairman of LEM Welfare in developing its business units, and is responsible for the maintenance and security of all the resources entrusted to it Further description of the task, namely: (1) prepare a business plan (2) outlines the sale become the plan of the purchase or raw material requirements ; (3) Prepare recruitment plan and training programs; (4) Creating a market development plan; (5) Preparation of financial statements and other reports in a timely manner (6) Make accountability report month on its performance; (7) The determination of the magnitude of compensation of employees; (8) The application of the rules and discipline of the employee's performance; (9) To organize

- production activities began from production planning, supervising and determining corrective action if targets are not achieved production (quantity, quality, time of delivery); (10) Monitoring the production and marketing
2. **Supervisors**, in carrying out its duties, the Supervisor is responsible to the Unit Manager. Supervisor job description are: (1) regulate the process of production, regulate the flow of the process and the flow of materials to take place optimally in accordance with the quality is in need of customers; (2) Overseeing the production process-based security, neatness and safety; and (3) Perform other duties assigned by superiors
  3. **Logistics**, in carrying out its duties, the logistics section is responsible to the Supervisor Fermentation. Description of main tasks are 1) Make a recording of receipts from of raw materials fermentation, (fruit/wet cocoa beans) from farmer members, or prospective members, either the name of the owner, the amount (2) To coordinate with the quality parts, to check the quality of seeds that farmers submitted; (3) Determine the agreed price based on the quality of the goods sold; (4) Submit items to the operation section for fermentation; (5) Make a recording of expenditures (cocoa beans that have been fermented), a good number, value, buyers, and the destination; (6) Provide outstanding service to members and prospective members as customers; (7) Presenting information is a violation of the contract; (8) Perform other duties assigned by superiors
  4. **Quality**, in carrying out its duties, Quality Controller is responsible for Supervisor fermentation, Main task is (1) Analysis of the quality of physical, chemical, and microbiological of the quality standards and customer demand to cocoa beans received or generated (fermentation); and (2) Perform other duties assigned by superiors
  5. **Operators**, in carrying out its duties, Operator is responsible to the Supervisor of fermentation. Main task is to perform specific tasks in the order process, the selection process began production processes raw material to final output.
  6. **Maid Operator**, in carrying out its duties, the Helper Operator is responsible to the operator. His job is to help smooth the task of operators in each section of the production in each hamlet.
  7. **Supervisor of Administration and Finance**, in carrying out its duties Supervisor Financial Administration and is responsible to the unit manager. Main tasks are: (1) Perform duties correspondence, (2) Making the recording, tabulation of data, records, financial management, and (3) Prepare and account for periodic financial statements
  8. **Marketing Supervisor**, in carrying out its duties, marketing supervisor is responsible to the unit manager. Main task are (1) conduct research and data collection situation of market conditions, every product which it is responsible; (2) Formulate and report the results of the market research, in the form of the concept of "Market Plan";(3) Monitor and prepare goods to customers who have contracts fit the desired quality; (4) Searching for customers both locally, nationally, and export; (5)

provide satisfactory service to customers; (6) Perform other duties assigned by superiors

## 5. Conclusion

The quality of cocoa in South Konawe is low, both in terms of grain quality and productivity, resulting in low sale price that is low impact on farmers' income. To be able increase the income of farmers, can be done by improving the quality of encouraging farmers to ferment, because of the added value that can be obtained is higher than in non-fermented cocoa beans. Furthermore, in realizing the processing of cocoa beans fermented in groups through institutional engineering in the form of a professional business organization units within the container LEM Welfare. Organizational Unit formed in intended to facilitate the management of economically, and build a network of partnerships with customers, especially PT. KKI requiring cocoa bean fermentation as much 35,000 tones/year, as well as with other supporting agencies.

Fermentation should be done so that the cocoa beans have a distinctive flavor of chocolate and reduce the bitter taste and astringent. Quality improvement program to be associated with improved cocoa farmer incomes through processing approach adopted institutionally on processing units. Development of cocoa processing unit is a blend of technology selection, preparation of physical infrastructure, preparation of competent human resources and technical and managerial transformation of the mental attitude of all stakeholders in the agro-processing units that originally cultured effort "traditional" culture towards "industrial". The results of this research can serve as guidelines for the proper fermentation of cocoa beans and the right to obtain uniformity, and consistency of good quality and the method of utilization of cocoa beans into a product that is more beneficial to farmers as well as all businesses engaged in the cocoa plantations.

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