

PROCEEDINGS

ICAM

International Conference on
Agribusiness Marketing

Hosted By :



**FACULTY OF AGRICULTURE,
JEMBER UNIVERSITY**

**25 - 26 JUNE 2012
JEMBER, EAST JAVA, INDONESIA**

ISBN : 978 - 602 - 9030 -09 - 9



Membangun Generasi Menuju Insan Berprestasi

Proceedings
International Conference on Agribusiness
Marketing
(ICAM 2012)



Editors:

Joni Murti Mulyo Aji
Mustapit

FACULTY OF AGRICULTURE
JEMBER UNIVERSITY
JEMBER, EAST JAVA, INDONESIA

This page intentionally left blank

CONTENTS

Cover	i
Contents	iii
Foreword	xi
Keynote Speaker	xiii
Rector of Jember University	
Plenary Speakers	
1. Food Security and Its Implications to Developing Economies	1
Mad Nasir Shamsudin , Faculty of Agriculture,Universiti Putra Malaysia.	
2. Green Marketing and Its Implications	3
Marthin Nanere , La Trobe University, Australia, Faculty of Business, Economics and Law, La Trobe Business School, Department of Marketing and Tourism and Hospitality.	
3. Toward Indonesia's Agroindustries Competitiveness: The Case of Bioethanol Development From Sugarcane Based Industries	15
Gita Khaerunisa Indahsari and Rudi Wibowo . Faculty of Agriculture, Jember University.	
4. Agricultural Policy Analysis Model: Enhancing Smallholders Development.	33
Zainal Abidin Mohamed , Faculty of Agriculture, Universiti Putra Malaysia.	
5. Agribusiness Market Development, Case Study : Rubber.	39
Moh.Taufik Hidayat , PT. TRANS ARTHA MULIA: Exporter of Agricultural Produces, Jakarta.	
Production, Technology, and Environment	
6. Sustainability Analysis of Smallholder Coffee Agro Industry	41
Elida Novita , Rizal Syarief , Erliza Noor , Rubiyo	
7. Natural Levee Utilization in Some Sub-Watershed of Bedadung's Watershed for Paddy Cultivation in Order to Support Food Security	65
S.A. Budiman	
8. Analysis of Solid Waste Management from Sugar Industry	73
Khoiron	

9.	Potency of Food Production Based on Integrated Farming to Support Food Sufficiency	81
	Rahayu Relawati	
10.	Custom Farming (Service Providing) System in Malaysian Paddy Farming	95
	Norsida Man	
11.	Mapping and Critical Land Management as Efforts to Control Climate Change in Lamongan	109
	Isa Ma'rufi and Eri Witcahyo	
12.	Nitrate Content as Export Constrain of Indonesian Vegetables to Europe	119
	Ketut Anom Wijaya	
13.	The Utilization of Cemara Udang (<i>Casuarina Equisetifolia</i>) for Agricultural Purposes in The Southern Coast of Yogyakarta	129
	Atus Syahbudin , Dwi Tyaningsih Adriyanti , Anisa Handayani , Hu Bai, Katsuya Osozawa , and Ikuo Ninomiya	
14.	Precise N Fertilization as an Added Value for Farm Products	145
	Sulis Dyah Candra and Ketut Anom Wijaya	
15.	Implementation of Urban Farming Program in Surabaya-Indonesia for Decrease Poverty and Effort to Create Green Area	153
	Endang Yektiningsih and Sigit Dwi Nugroho	
16.	Screening and Partial Characterization of Bacteriocin from Lactid Acid Bacteria isolated from Fan Palm Sugar (<i>Borassus flabellifer L</i>)	161
	Prestasia Budi Lestari and Agustin Krisna Wardani	
17.	Study toward The Deviance of Kerupuk Quality in Kerupuk Industry on Jember	167
	Elok Sayyidah Balya, Achmad Marzuki Moen'im and Setiadji	
18.	The Effect of The Addition of Yeast Isolates on The Colour During The Fermentationdifferentiation in Cocoa Beans	181
	Shanti Akhiriani, Susijahadi, Djumarti, and Teguh Wahyudi	
19.	A Biochemical Aspect Study of The Making of MOCAL (Modified Cassava Flour) Using Spontaneous Fermentation	191
	Yudi Cristian Windartha	

20. The Making of Dye Powder of Duwet (*Syzygium cuminii*) Rind by Using Spray Dryer Method and The Stability during The Keeping 201
Suci Nurdiastuti, Sukatiningsih and Siti Hartanti
21. The Application of Class CGM Model on The Peanut Plants (*Arachis Hypogaea* L) 215
Afina , Indarto, and Idah Andriyani
22. The Impact of Media Type and Dose of Nitrogen Fertilizer to the Seedling growth of *Accacia Mangium* Willd 229
Warsono , Sumiarjo Kiswondo, and Wahyu Giri Prasetyo
23. The Effect of Motivation of Paddy Straw Mushroom (*Volvariella volvaceae*) Farmer in Increasing The Income of Paddy Straw Mushroom Industry in Jember 239
Nurul Fathiyah Fauzi
24. Cup Quality, Physical and Chemical Properties of Robusta Coffee Bean Produced by Wet Process Methods 251
Yhulia Praptiningsih S.
25. Anthocyanin Stability of Robusta Coffee Cherries During Storage 259
Sukatiningsih , Windrati,W.S, and Yudistira D
26. Detected Level of Residues Tetracycline in Breast Meat, Drumstick and Heart of Chicken with High Performance Liquid Chromatography (Hplc) 269
Winny Swastike
27. Forms and Effectiveness Adaptation Strategies on Climate Change: Lesson Learned from Daerah Istimewa Jogjakarta 275
Sri Wahyuni and Saptana
28. Development of Traditional Sago Processor in Maluku: Opportunities and Challenges for Supporting Food Diversification 289
Inta P. N. Damanik , Siti Amanah , Siti Madanijah, and Prabowo Tjitropranoto

Marketing

29. Status of Marketing Activities on Selected Small and Medium Fruit Processing Enterprises (SMFPES) Products : A Case of East Java, Indonesia 297
I. B. Suryaningrat

30.	Sugarcane Agribusiness Marketing Analysis on Dry Land People in Ngawi District, East Java, Indonesia	307
	Agus Santosa	
31.	Consumer Acceptability of Banana Blossom Sistic	321
	Isabel F. Salvador	
32.	Level of Awareness, Diferentiation, and Branch Value in Constructing Farmer Perception Influencing The Decision of Corn Seed Hibrida Purchase	337
	Riyanti Isaskar, Rini Dwiastuti, and Peterson Silalahi	
33.	Identification of Long Term Agroindustrial Relationship Pattern and Analysis of Supply Chain Existence on Cassava Chips Agroindustry	351
	Rini Dwiastuti and Tatiek Koerniawati Andajani	
34.	System of Rice Intensification (SRI) Product Value Added and Distribution Channel Analysis	361
	Tatiek Koerniawati Andajani and Rini Dwiastuti	
35.	Consumer Preferences Toward Instant Food Products in Yogyakarta	373
	Antik Suprihantini	
36.	Green Warehousing Initiatives towards Environmental Sustainability: Adoption and Performance in the Malaysian Food-based Industry	385
	Nitty HirawatyKamarulzaman, Hilda Hussin, Amin Mahir Abdullah, and Azmawani Abd Rahman	
37.	Consumer Behaviour Towards Herbal-Based Products in Malaysia	395
	Juwaidah Sharifuddin , Nurliyana Ahmad Mazlan, and Golnaz Rezai	
38.	Analysis on Recent BULOG's Assignments for Both Producer and Consumer of Rice in Indonesia	409
	Kuntoro Boga Andri	
39.	Analysis of Broccoli Supply Chain Management:Case Study in RODEO's Fresh Vegetables and Fruits Company	427
	Wisynu Ari Gutama and Nadia Gita Damayanti	
40.	Market Analysis on Supply Chain Of Pisang Mas From Lumajang Regency, East Java	441
	Kuntoro Boga Andri	
41.	Siam Citrus Marketing Efficiency in Jember Regency	453
	Julian Adam Ridjal	
42.	Rice Supply Chains in Indonesia: How They Work?	473
	Joni Murti Mulyo Aji	

43. Controlling Factors of Marketing Activities: A Case Study of Fruit Processing Industries in East Java, Indonesia 489
Ida Bagus Suryaningrat
44. Supply Chain Management of Tomato Production at Madanapalle Region 497
Durga Prasad Modekurti
45. The Study of Agricultural Marketing in Art Performance in the Case of “Festival Pasar Kumandang” 513
Cahyani Tunggal Sari
46. Analysis of Coffee Consumer Behavior in Jember and Its Implications to Development Strategy of Local Coffee Agro-Industry 523
Trias Primadani, Joni Murti Mulyo Aji and M. Sunarsih

Economics and Policy Studies

47. Feasibility and Sensitivity Study of Farming System to Increase Accessibility of Small Coffee Farmers to The Financial Institutions 529
Ati Kusmiati
48. The Productivity of Women Labor on Cocoa Plantation in Banyuwangi District 545
Evita Soliha Hani
49. Game Theory Analysis of Prospects of Formal and Informal Institution Tobacco Industry in Gresik 553
Gigih Pratomo, Adhitya Wardhono, Ciplis Gema Qo’riah, and Satrio Wicaksono
50. Internal and External Factors Affecting Farmers’ Group Capability in Adaptation on Climate Change 561
Wahyuning K. Sejati, Sri Wahyuni and Tri Pranadji
51. Logical Consistency and Tobacco Economic Development in Gresik Regency 571
Ciplis Gema Qori’ah, Yulia Indrawati, and Gigih Pratomo
52. Food Vs Bio-Fuel and the Impact on Food Commodity Market in Indonesia 579
Triana Dewi Hapsari
53. Development of Downstream Agribusiness in the Context of Increasing Value Added Products CPO 601
Diana Sulianti K. Tobing

54. Income Distribution and Food Security of Farm Household in Sleman District, Yogyakarta 615
Jangkung Handoyo Mulyo and Sugiyarto
55. Market Performance of Red Chili Through Spot Auction System in Yogyakarta Province 625
Ebban Bagus Kuntadi and Jamhari
56. Marine Fisheries Sector Economic : Potential and Coastal Area Development Disparities North South East Java 639
Totok Hendarto
57. Utilization Efficiency Yards Some Economic Aspects of The Revised 659
Irine Indrawati Syaifullah
58. An Analysis on Financial Farming Effort Worthiness of Pisang Kepok (Musa paradisiaca L. cv. Kepok) in Malinau Seberang Village, Sub – District North Malinau, Malinau District 673
Hendris
59. Financial Analysis of Cattle Breeding Farm in Sleman District 681
Shanti Emawati and Endang Tri Rahayu
60. Impact of Elimination of Automatic Detention on Cocoa Production Indonesia 689
Arum Putranti and Joni Murti Mulyo Aji
61. Significance of Informal Cross Border Trade Indonesia and Malaysia for Agricultural Commodities Development In Nunukan Regency, East Kalimantan 697
Kuntoro Boga Andri
62. Tax Policy on Exports of Crude Palm Oil Products in Indonesia: Challenges and Dilemmas 707
M. Abd. Nasir , Ciplis Gema Qo'riah , Yulia Indrawati , Adhitya Wardhono , and Satrio Wicaksono

Social and Institutional Studies

63. Implementation of SRI (System of Rice Intensification) for Increasing Paddy Production and Smallholder Self Sufficiency 715
Luh Putu Suciati and Bambang Juanda

64. Malaysian Paddy Farmers Awareness and Perception towards (System of Rice Intensification (SRI): A Preliminary Study	727
Nolila Mohd. Nawî and Siti Samiha Zainal	
65. Farmers' Entrepreneurship As New Approach to Increase Farm Performance: Empirical Study on Chili and Rice Farming at Sleman Regency	739
Darmadji	
66. An Integrated Institutional Development Based on Indigenous Knowledge for Rural Poverty Alleviation	757
Yekti T. Utami ; TioNugroho; AyuNurfauziyah; and Mochammad A. Junaidi	
67. Analysis of Participants' Satisfaction under Contract Farming: A Case of Peanut Farming in Lombok Island	775
I Gusti Lanang Parta Tanaya	
68. Enhance Industrial Competitiveness through Improved Ylang Essential Oil Quality and Synergy Among Members of The Cluster	789
Dyah Erni Widyastuti , Sukardi , Vina Salviana DS , Rahmad Dwi S., Tutik Sulistyowati	
69. Rural Credit Market and Institutional Transformation: Evidence From Jember Regency, East Java, Indonesia	801
Adhitya Wardhono	
70. Tenurial Reform as Alternative Conflict Management and to Alleviate Poverty of Coffee Smallholders Plantation in Rural Community	811
Mustapit	
71. Factors of Smallholders Coffee Farmers' Implementation in Diversification Postharvest in Jember Regency	821
Sudarko	
72. The Role of Social Capital in Improving The Dynamics of Farmer Groups	829
Sri Subekti , Mudiyono and Sri Peni Wastutiningsih	
73. The Behaviour of Woman Cigarette Consumer (Qualitative Study Of Woman Active Smoker)	839
Dewi Rokhmah	
74. Determinant of Exchange Rate and Institutional Rice Farmer	847
Sugeng Raharto and Yuli Hariyati	

75. Adopter Category and Preference of Information Source on The Adoption of Herbal Feed Additive on Broiler Farm 857
Ayu Intan Sari
76. Communication Strategy in Agribusiness Extension 865
MC Ninik Sri Rejeki
77. The Role of Organization Involved in the Public Forest Resource Management at Kemiri Village, Panti Subdistrict 873
Diah Puspaningrum

COMMUNICATION STRATEGY IN AGRIBUSINESS EXTENSION
(The Qualitative Study of Extension in The Partnership Context between Nucleus
Estate and Smallholder)

MC Ninik Sri Rejeki¹

Abstract

The dualistic culture reality is a primary characteristic of the agribusiness extension in the context of partnership between nucleus estate and smallholder. The reality implies to the need of communication strategy in order to achieve the effectivity of the extension effort. Dualistic culture in estate system in Indonesia was started by dualistic economy, that is at one side big estate has orientation on modern capitalism and smallholder, on the other hand, has orientation on traditional pre-capitalism. The communication strategy covers two strategies. They are convergent strategy and divergent strategy. These strategies are used by agents of change from nucleus estate in their extension activities. This paper is based on qualitative study and takes partnership case at PT Pagilaran. PT Pagilaran is a company that moves on tea agribusiness and managed by Gadjah Mada University through Yayasan Pembina Fakultas Pertanian.

Keywords: dualistic culture, communication strategy, extension, convergent strategy, divergent strategy.

Introduction

Dualistic cultural reality is a prominent feature in agribusiness council in the context of a partnership between the core and smallholders. This is as it occurs in a partnership involving PT. Pagilaran as the nucleus estate and smallholders. PT. Pagilaran is an agribusiness companies that are engaged in the tea industry and managed by the University of Gadjah Mada University Faculty of Agriculture, through the Yayasan Pembina Fakultas Pertanian. The company is an entity characterized by standardization, economic and time oriented, and masculinity as characterities of farmer. Beside that, is characterized by structural tightness based on industrial values. Meanwhile, the smallholders, on the other hand, are subsistent, collective, feminine, and low mobility to go out (Rejeki, 2007:10, 16, 21, 56, 66, 88).

Dualistic culture was essentially started from the reality that has existed in the system since the first plantations in Indonesia, namely the dualistic economy, which is on

¹ Communication Department, Faculty of Social and Political Sciences, Universitas Atma Jaya Yogyakarta, Indonesia, e-mail: mcninik_srirejeki@yahoo.co.id.

the one side a big estate oriented on modern capitalism and small farmers, on the other side, who have an orientation of traditional pre-capitalism.

In the dualistic reality, extension education is held as a part of nucleus estate's responsibility to its partners. As noted by Sumardjo & Wahyu (2004:16), in a partnership relation, there must be a process of continuous enhancement and development of big estate to its partners considered as the smallholders.

Communication is an instrument for the extension. In this context, various problems associated with differences in the use of messages symbols between the nucleus estate and the smallholders is often found. It is because the communication is a reflection of a culture, so that behavior is a reflection of cultural communication. Thus, if there are cultural differences, then there are differences in communication behavior. According to Suroso (1994:14), in the development of partnership relationships the communication problems appear that impede the communication harmony, such as the different mindset. The result is seen on the effectiveness of extension, where the change behavior efforts can not achieve the maximum goal. Thus, it can be stated that the extension process of the development often faces the failure caused by cultural differences. One of them is the extension that occurs in these partnerships themselves.

Therefore Martodireso & Widodo (2002:17) expressed the need for the perpetrators of social partnership to build good relations, such as an interactive communication, to empower each other, and not to force each other. This reality then implies the need for communication strategies. This paper is created to answer some questions, what and how the strategies employed in agribusiness extension of PT. Pagilaran?

Theory

Communication strategy is a way held for the achievement of objectives delivering a message. Communication strategies in a counseling is defined as a way of delivering messages to change the counseling behavior. In the agribusiness counseling, the changing of behavior was intended to establish the behavior of peasant farmers into farmer-oriented business.

Communication strategies in a range of theories that focuses on the accommodations and adaptations are as constructed by Gile. His theory is called the theory of communication or *communication accommodation theory* (CAT). This theory contradicts the theory of accommodation of the conversation. In this theory, it is mentioned that the

speaker uses the linguistic strategies to reach the agreement or to show differences in their interactions with others (Gudykunst, 2002:187).

Communication strategy is based on the trend of convergence and divergence. Movements of convergence and divergence, and vice versa can be used to adjust the distance between the communicator and another communicator. In this context, it means that it can reduce or increase the distance between the trainer and the trainee. Agreeing is stated by the way of convergence, while the resistance is expressed by means of divergence.

This theory includes the theory of intercultural adaptation. Cross-cultural adaptation is a long process of adjustment to get comfortable being in a new environment. One of the theory is put forward by Ellingsworth. According to this theory, behavioral adaptations involving different pairs of cultural communication (dyadic intercultural adaptation) contain elements of adaptation in communication styles. Styles exist at the level of communication behavior, including cognitive aspects, attitudes, and behavior, so that adaptation can occur in the dimensions of perceptual, cognitive, and behavior.

In the study of communication, dyadic intercultural adaptations are in the study of intercultural communication. Adaptation in the study area is generally associated with social change or a changing in society. Adaptation itself can be viewed as a learning process in entering a new cultural environment, or when a person or group of people to communicate with others from different cultures.

Ellingsworth (1988:271) argues, dyadic intercultural behavioral adaptations are associated with the elements of status or power, territorial behavior, adaptation in the style of communication, invocation of faith-based culture, dyadic goals, individual goals, goal-related outcomes, and participant-related with output.

These elements can be connected into these questions:

- (1) Adaptation in communication styles is associated with the achievement of objectives, for example in bargaining or negotiation
- (2) Adaptation of communication styles is associated with the invocation of faith-based culture.
- (3) The appropriateness of the goals is related to the adaptive responsibility exchange
- (4) When one of the dyadic participants viewed partner wants something else which is not profitable, then the adaptive load lies in the participants who have communication initiatives

- (5) When one of the participants holds the territorial profit, another side will have the adaptation burden.
- (6) When one of the pairs are the superior side has a status or power, the inferior will have to hold the adaptation burden.
- (7) The adaptation of the communication style is related to the changing of cognition, self image, and continuing perception from participants.

Methodology

This study is a qualitative type. As the qualitative studies, data collection and analysis are non-quantitatif. The method used is a qualitative research in the perspective of phenomenology.

Subjects were individuals of the community and the core enterprise of the farming community with research sites in PT. Pagilaran, Kaliboja Unit. Meanwhile depth interview is used for the data collection technique while development technique of coding systems is used for data analysis technique. Coding system is the system organizing the data according to conceptual themes which are rooted in the story of the respondents, the research questions and theoretical framework.

Instruments used in this research especially in self-depth interview are the researcher herself with the tools of the interview guide. Depth interview is conducted at a number of informants. The criteria for the study is authenticity which presents the reality of openness, honesty, and a balanced report from the standpoint of research subjects who lived in everyday community life.

Results and Discussion

In the extension process, to achieve the goals set, communication strategies are needed to overcome the various differences. This is basically because the more homogeneous the parties involved, the smoother communication will be. However, the more heterogeneous they are, the slower the process will be. Thus, the adaptive capabilities are important in intercultural communication.

Extension done by the nucleus estate to the smallholders uses the communication strategies of convergence and divergence. Two of these strategies enters the realm of cross-cultural adaptation. Adaptation itself is mostly done by the nucleus estate. It means that field workers as the "spearhead" of a more active coaching to make adjustments to the

culture of smallholders than it is otherwise. Convergence strategy is used at the level of behavior, while on a cultural level, the strategy used is the divergence. Two strategies are used as long as it supports the economic and business orientation of the nucleus.

According to the statement in the theory of intercultural adaptation of Ellingsworth, it can be argued that when situations supports one party, the other party will have the burden of adaptation. The more adaptable they are, the more their culture will change. However, referred to the findings of the study, the change in the behavior of nucleus estate communications is only a persuasive attempt to the smallholders so that the smallholders can adjust into the core of corporate culture.

When the communication behavior of the nucleus estate is "equated" with the behavior of smallholders communications, corporate culture is shown to the smallholders. It means that the strategy of convergence at the level of communication behaviors done well with the strategy of divergence.

For those who do extension, the core company has a role in the interest in changing the perspective of peasant to the farmer. The extension messages are directed to the agribusiness, including the production process, and the nature of the partnership itself. Convergence communication strategies are made by adjusting the communication style of smallholders. The existence of a nucleus estate in the middle of the farmers community leads the company has the burden of adaptation. The example of the response in a holistic manner while communicating is when a field officer focuses on the role of not only farmers but also the sociocultural role of farmers, such as the role of the family, groups, and communities.

In certain conditions, the nucleus estate changes their communication orientation into the past. For example, when the field officer concerned to get smallholders's loyalty, the message to emphasize the past is used. Through his message, the field officer warned that smallholders recall a time when the tea plantation business was first opened in the region. The nucleus estate promote farmers, so farmers are not expected to sell tea to the top of another company.

In the meantime, although the people in the company are socialized to communicate in the low context to avoid a ambiguous message, but in the middle of their smallholders, they familiarize themselves to pay attention to nonverbal messages of smallholders. This message is seen as more to give the real meaning. It is because smallholders disagreement is often expressed with the nonverbal message. Meanwhile, to

maintain the stability of smallholder's decision, the nucleus estate increase message with the strong arguments based on a good reason. The field officers of the nucleus estate also increase visiting activity to the smallholders. In the aspect of the use of language, verbal language with vocabulary that is easily understood by smallholders is used by nucleus estate.

The study findings suggest that in the divergence strategy, field workers will demonstrate the nucleus estate's cultural identity when the smallholders do not meet the company rules. This work is done by calling the smallholders to do the work as demanded by the company. For example, farmers who rebuked a rough quote of tea shoots. The field officers also bargain with the farmers for top-quality problems in the weighing result (TPH). Moreover, they assert if they pick roughly, tea shoots will not be bought and transported to the mill. The research findings also showed divergence strategy is used when smallholders began not to work diligently. The field officer always asks for the development of tea growers. It has the purpose that farmers will diligently work on the tea garden. Not only that, field workers also stress the importance of maintenance on the tea plant and avoid consumer behavior from the sale of tea to the plant shoots.

Burden of adaptation lying in the core company that requires it to use the communication strategies of convergence and divergence is caused also by the reality that smallholders hold territorial benefits. It means that smallholders are the owners of the garden, so in this context, the nucleus estate is in a inferior position to smallholders. Meanwhile, the adaptive behavior of the nucleus estate increas in accordance with communication initiatives that must be undertaken as a conscious effort to keep the partnership.

According to another statement in the theory of dyadic intercultural adaptation, when it is proven from the interaction that one party will benefit from tasks that are executed, then the party will speed adaptive behavior. From the data, it was found that lately the nucleus is a party that tends to accelerate adaptive behavior because the nucleus estate would benefit in the form of loyalty. When companies are faced with a competitor, which is another company that buys tea shoots from farmers, then the nucleus estate must maintain this loyalty. The loyalty is required so the supply of of tea plant shoots is guaranteedly available, so the nucleus estate does not have undercapacity in the production process.

Conclusion and Study Implications

From the study findings, it can be concluded that:

1. The communication strategies of convergence and divergence are used in the process of extension done by the nucleus estate to the smallholders.
2. Two such strategies are in the realm of cross-cultural adaptation.
3. Convergence and divergence communication strategies are done by adjusting the communication behavior of smallholders, while they still maintain the core of corporate culture.
4. Communication behavior of smallholders is in the form of messages that promote problems of the past, communication style with high context of nonverbal language, particularistic and tendensely holistic ways of communication response, and susceptible to social influences.
5. The culture of the core corporate is in the form standardization, and economic and time orientation, and masculinity which is the cultural characteristic of the farmer. It also has the characters of structural tightness which comes from industrial values.
6. Those two strategies are pursued by the initiative of communication that comes from the nucleus estate as the party who needs to maintain the partnership relations and the existing adaptive burden on the core company.
7. Two strategies are directed to the aim of changing the behavior of farmers towards the advancement of agribusiness in the partnership relations between the nucleus estate and its smallholders.

In the social dimension, communication competence that needs to be owned by the extension education officers in partnership relations which are in the cultural dualism reality can be found from the study. The competence mentioned is a skill in using communication strategies for the achievement of extension goals. In a practical dimension, a solution to the problem in a partnership relation is found in the studies. As the partnership actors in agribusiness, they do not often realize that cultural differences between big business and smallholders can affect the behavior of each communication, so the communication between the two businesses can not achieve its purpose. Problems in the extension in the partnership that based on the cultural dualism reality arise because the extension education officers do not realize that the communication problems is the result of cross-cultural differences. By being aware of differences, a willingness to learn other

culture, the appropriate strategy can be developed according to the orientation of the run agribusiness.

References

- Ellingsworth, Huber W. "A Theory of Adaptation in Intercultural Dyds" dalam Young Yun Kim & William B. Gudykunst (eds). *Theories in Intercultural Communication*. Newbury Park: Sage Publications. 1988.
- Gudykunts, William B. "Intercultural Communication Theories" dalam William B. Gudykunst & Bella Mody (eds). *Handbook of International and Intercultural Communication* 2nd Ed. California: Sage Publications. 2002.
- Martodireso, Sudadi & Widodo Agus Suryanto. 2002. *Agribisnis Kemitraan Usaha Bersama: Upaya Peningkatan Kesejahteraan Petani*. Yogyakarta: Kanisius. 2002.
- Rejeki, Ninik Sri. *Perbedaan Budaya dan Adaptasi antarBudaya dalam Relasi kemitraan Inti-Plasma*. Disertasi. UI. Jakarta. 2007.
- Sumardjo, Joko Sulaksana & Wahyu Aris Darmono. *Teori dan Praktik Kemitraan Agribisnis*. Jakarta: Penebar Swadaya. 2004.