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Analysis of Internal Asset Capacity Development of Goat Production Farm in Increasing Superior Goat Production

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Abstract:

Analysis of the internal capacity of Goat Production Farm of East Java Livestock Agency needs to be carried out to provide a basis for increasing the production of superior goat breeds. This research aims to identify internal capacity through tangible and intangible assets as well as interventions to develop the internal capacity of the Goat Production Farm of East Java Livestock Agency. This research was carried out using a case study method with a qualitative descriptive approach. Primary data was obtained through interviews with four key informants in assessing internal capacity. Interactive model analysis was carried out on five internal capacity variables, namely human capital, physical capital, natural capital, financial capital and social capital. The research results show that in terms of human capital there are no animal supervisors and animal feed supervisors and in terms of quality human resources need to be developed through technical and managerial training programs. In terms of natural capital, the land area is 30.22 hectares, which is divided into productive land of 12.89 hectares (42.65%) and unproductive land of 14.3 hectares (57.35%); forage production in 2022 is sufficient for 59.37 Animal Unit (AU) while the population is 70 AU; The potential for forage production through land intensification and irrigation can accommodate 310.05 AU and there are small-scale land use conflicts. The condition of social capital is quite good, which can be seen through social bonding in the form of internal solidarity and social bridging through public trust in institutions. The condition of financial capital can be seen through funding sources originating from the government budget of East Java local government in very limited amounts. The condition of physical capital in the form of main production facilities, support and livestock condition is in decent and quite good condition. The conclusion of this research is that there are tangible assets consisting of three forms of capital in the form of human capital, natural capital and physical capital with the strength found in physical capital in the form of main, supporting production facilities and goat livestock. At the same time, intangible assets consist of financial and social capital with strength found in social capital in the form of public trust in institutions. Internal capacity development needs to be carried out on human, natural, social and financial capital.

Keywords **—Internal capacity, tangible asset, intangible asset, goat production**

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I. INTRODUCTION

The interest of the people of East Java in developing goat agribusiness is quite good and profitable, as evidenced by the second largest goat population nationally. The total population of East Java goats is 3.89 million heads or 20% of the national population [1]. This condition has implications for the need to provide superior goat kids.

The Goat Production Farm of East Java Livestock Agency, which is mandatory institution providing superior goat breeds, has the potential to seize this opportunity. As a production and marketing organization for livestock products, Goat Farm Production of East Java Livestock Agency is expected to be able to perform profitably by utilizing its existing resources. However, over time, the quality and quantity of the resources owned decreases, so it is necessary to review the tangible and intangible assets. This research aims to identify internal capacity through tangible and intangible assets and the intervention program needed to improve capacity Goat production Farm of East Java Livestock Agency.

II. RESEARCH METHODOLOGY

This research was takenplace in Goat Production Farm of East Java Livestock Agency atSingosariDistrict, Malang Regency, Indonesia. The research was carried out from July to August 2023. The location was determined based on the goat farm capacity with a population of more than 500 heads per month.

A. Research method

This research method is a case study with a qualitative descriptive approach. Descriptive research can be used to explain individuals, groups, activities, events, or situations [2].Primary data collection was carried out through interviews and observations of key informants. At the same time, secondary data is obtained through annual production and performance reports.

B. Variables

The variables used in the analysis of internal capacity development use a modified five types of sustainable asset capacity approach, both tangible and intangible. The five types of assets are human capital, social capital, physical capital, financial capital and natural capital

C. DataAnalysis

Data analysis was carried out by describing the condition of five types of assets which represent tangible and intangible assets. Data analysis was carried out using interactive model analysis developed by Miles et al (2014) which consists of three analysis components, namely (1) combining data, (2) presenting data and (3) drawing up conclusions [3].

III. RESULT AND DISCUSSION

A. Human capital

Assessment of human capital is carried out using three parameters, namely the number and placement of technical workers, the educational level of technical workers and the educational level of management.

Employee placement is in accordance with competency. However, there is a shortage of two groups of employment, namely, livestock production supervisors and livestock feed quality supervisors. Therefore, it is necessary to recruit these two working groups.

Of the seventeen livestock technical workers, six people (35.3%) had a bachelor's degree and eleven people (64.7%) had a high school/vocational school/equivalent education. Competency development programs in the form of training are very limited because only three people (17.6%) have attended training in the last 3 years.

At the same time, of the 4 people in management, three have a bachelor's degree in animal husbandry and one is a veterinarian. Meanwhile, in terms of managerial training, only two out of four people have attended supervisory training. On the other hand, in terms of technical training, four people have regularly attended technical training.

Therefore, a technical training program is needed for implementing workers and managerial training for management. Training programs need synergy support with private and government training institutions. In addition, policy support and training funding from organizations are critical to the success of training programs.

Organizational performance is very dependent on the human resources (HR) of an organization. The higher the quality of an organization's human resources, the greater the opportunity for an organization to achieve success. In this case, success is interpreted as achieving organizational targets which are supported by increasing employee performance as a result of human resource development management. Thus, organizational goals will be easier to achieve if they are supported by quality human resources [4].

B. Natural capital

Assessment of natural capital is carried out on four parameters, namely land area, land productivity, land status and water resources.

1) Land area

Based on [5], it is known that the land area is 30.22 hectares, which is divided into two categories. Namely, productive land is 12.89 hectares and unproductive land is 14.3 hectares. Based on the area of productive land, it is known that the area of grassland is 10.29 hectares and the area of legume land is 2.6 hectares. There are four types of grass planted, namely Pakchong (*Pennisetum puerpurium cv thailand*) covering an area of 0.5 hectares, King Grass (*Pennisetum purpupoides*) covering an area of 1 hectare, Odot Grass (*Pennisetum puerpurium cv mott*) covering an area of 2.79 hectares and Taiwan Grass (*Pennisetum puerpurium cv taiwan*) covering an area of 6 hectares. At the same time, there are four types of legumes, namely Paitan (*Tithonia diversifolia*) covering an area of 2.4 hectares, Tarum (*Indigofera zollingeriana*) covering an area of 0.08 hectares, Kaliandra (*Calliandra calothrysus*) covering an area of 0.05 hectares, and Gamal (*Gliricidiasepium*) covering an area of 0. 07 hectares.

2) Land productivity

Based on [5], in 2022 the total fresh production of all forages had 1,241 tonnes/year or the equivalent of dry matter production of 197.1 tonnes/year. Meanwhile, fresh production of all forages in 2021 had 1,368 tons/year or the equivalent of dry matter production is 205.3 tons/year. According to [6], the feed requirement for each livestock unit is 9.1 kg dry matter (DM)/day or the equivalent of 3.32 tons DM/year. So, the Goat Farm Production capacity based on forage production in 2022 will be 59.37 ST and in 2021 had been 61.84 Animal Unit (AU). However, based on [5], there is a population of 410 goats with various age statuses equivalent to 42.5 AU and cows equivalent to 17.5 AU. So, the total Goat Farm Production is 70 AU. Thus, there is a deficit in forage production in 2022 of 35.41 tonnes of DM/year or fresh forage of 236.03 tonnes/year. Meanwhile, the production deficit in 2021 will be 27.21 tons of DM/year or forages of 181.37 tons/year.

Forage productivity in the Goat Farm Production mentioned above is far from maximum production capacity based on literature studies from various sources. According to [7], fresh production of Pakchong grass (*Pennisetum puerpurium cv thailand*) through urea fertilization of 100 kg/hectare and cutting age of 60 days is 12.05 + 0.36 tons/hectare with a dry weight of 9.83 + 2.01 tons/hectare. Meanwhile, according to [8], King Grass (*Pennisetum purpupoides*), fresh production reached 83.95-96.48 tons/hectare and dry matter production reached 13.79-19.84 tons/hectare. Odot Grass (*Pennisetum puerpurium cv mott*), according to [9], fresh production reaches 49.39 – 57.71 tonnes/hectare and dry matter production reaches 9.38-10.96 tonnes/hectare. Meanwhile, Taiwan Elephant Grass (*Pennisetum puerpurium cv taiwan*), according to [10], annual fresh production is 970.9 tons/hectare/year and dry matter production is 139.42 tons/hectare/year. The potential for forage production based on various references is shown by table I.

Based on the literature study in the table above, Goat Production Farm has the potential to produce annual dry materials of 1,029.36 tons of DM/year. The dry material production can supply 310.05 ST, while the real population in farm was 70 AU. So, there is potential population development of 250.05 AU. This gap is caused by the low performance of land processing and fertilization. It is known that fertilization of forage land is carried out twice a year. In fact, all land in Goat Production Farm is non-irrigated land that relies on rain for irrigation. A summary of the calculation of annual forages production and carrying capacity is shown in the Table II**.**

TABLE I
POTENTIAL ANNUAL FRESH AND DRY MATTER PRODUCTION ON NON-IRRIGATED LAND

Types of Forage	Non-irrigated land production 4x harvest (tons/ha/year)		References	Land area (ha)	Annual Production Potential	
	Fresh matter	Dry matter			Fresh matter (tons / ha / year)	Dry matter tons / ha / year)
Pakchong (*Pennisetum puerpurium cv Thailand)*	48,60	39,32	[7]	0,5	24,3	19,66
Rumput Raja (*Pennisetum Purpupoides*)	335,8-385,92	55,16-79,36	[8]	1,0	335,8	55,16
Odot (*Pennisetum puerpurium cv mott*)	197,56-230,84	37,52-43,84	[9]	2,79	551,2	104,68
R Gajah taiwan (*Pennisetum puerpurium cv Taiwan*)	970,9	139,42	[10]	6,0	5.825,4	836,52
Paitan (*Tithonia diversifolia*)	33,16	3,56	[11]	2,40	79,58	8,54
Tarum (*Indigofera zollingeriana*)	208	45,68	[12]	0,08	16,64	3,65
Kaliandra (*Calliandra calothyrsus*)	3,5	0,87	[13]	0,05	0,175	0,0435
Gamal (*Gliricidia sepium*)	62,76	15,88	[14]	0,07	4,39	1,11
Jumlah				12,89	6.837,49	1.029,36

TABLE II
CARRYING CAPACITY BASED ON DRY MATTER PRODUCTION

Year	Fresh matter (tonnes/year)	Dry matter (tonnes/year)	Carrying capacity (AU)	Existing population (AU)	Potentialaddition (AU)	Lack of fresh matter (tonnes/year)
2022	1.241,00	197,10	59,37	70,00	-10,63	236,03
2021	1.368,00	205,30	61,84	70,00	-8,16	181,37
Potential production	6.837,49	1.029,36	310,05	70,00	232,51	-

source: research data processed

3) Land statuses

Land use conflicts occur on a small scale. However, there is a compromise between local residents cultivating the land by cultivating unproductive land outside the boundary fence with an unwritten agreement. The conflict over land can be ignored because in fact the legality of the land had been received by a land certificate from Indonesian National Land Office since 2007. The entire land, totaling 30.2 hectares, is divided into 4 parcels of certificated land. Asset identity information boards have been installed on bordered land. However, on unproductive and undemarcated land, identity information boards have not been installed.

These conflicts and compromises can be resolved by means of effective communication through outreach to residents cultivating land that unproductive land assets will be utilized. Socialization aims to take over land management which is carried out persuasively. Apart from that, there needs to be a land asset inventory program and security effort to protect the land.

According to [15], asset security is a control and ordering activity in the context of managing goods belonging to the regional government. Security can be carried out physically, administratively and by legal action. Physical security for immovable assets can be done by means of fencing, installing ownership signs, and guarding. Administrative safeguards for immovable assets can take the form of recording and completing proof of title. Meanwhile, securing legal action is negotiation and application of the law [15].

4) Water resource

There is one deep groundwater source with a depth of 150 meters. The necessity for clean water for one full day for livestock production and sanitation activities, as well as domestic needs, of 150 m^3 or 150K liters which can be fulfilled by this water source. Over the past five years, this water source has been able to meet water needs throughout the year. However, the condition of the water pipe network requires routine maintenance and replacement because there are several minor leaks.

The capacity for water availability as a source of life can be increased by exploring water sources, preferably around the land, so that there is no need for external permits. Apart from that, it is very important to maintain and add pipe networks if a water source is found to increase the capacity to provide clean water. The availability of clean water for goats to drink must be available at all times although the water supply can also come from the water content in the feed and metabolic water[16]. Even though most of the water is obtained from forage grass or leaves, goats still need to be given water, because water is needed to help with digestion, metabolism, excretion, lubricating joints and homeostasis [17].

C. Social capital

Assessment of social capital is carried out on two parameters, namely social bonding and social bridging.

Social bonding can be assessed through internal ties in the form of solidarity and mutual cooperation in completing work. The results of the assessment show that in 2023 solidarity will be recorded in cooperation in establishing temporary shelters for beef cattle, repairing feed warehouses, installing new water reservoirs, and producing silage.

Social bridging is a form of trust and norms that bridge institution relationships with outside groups. In this case, the institution has acted in the transfer of goat farming information and technology through facilitated visits. It was recorded that in 2023 there would be visits from community groups with a total of 31 people served, agencies with a total of 85 people served, elementary school educational tourism with a total of 125 people served and educational internships with a total of 53 people served. The total amount of people served is 294 people. Therefore, service capacity can be increased through the use of social media to publish Goat Production Farm profiles as the best goat producers.

The basic principle of social capital is the effort of each individual to be open and trust each other, to produce togetherness, foster solidarity and responsibility for mutual progress. Social capital is considered as the characteristics of social organizations which include trust, norms and networks which not only increase efficiency in society because they facilitate the coordination of joint actions, but also encourage people to carry out joint activities [18].

D. Financial capital

An assessment of financial capital is carried out on institution mandatory, the proportion of budget allocations, performance targets and actual performance in 2023.

The assessment results show that the financing budget covers some of the institution's mandatory with a proportion of labor service costs of 52.17%, concentrate feed raw materials 40.17%, supporting operations 7.6%, with a total budget of IDR 1.3 billion. With this proportion, some of the job descriptions were carried out well. Apart from that, goat production reached 15 from 85 heads, milk production and marketing reached 732 from 1,100 liters and original local government revenue reached 106.78 million from IDR 135 million.

Increasing financial capital capacity can be done by non-central/local government financing alternative. Apart from that, it is necessary to improve production efficiency through structuring the budget for feed raw materials and non permanentemployees.

The budget in a company is a tool to assist management in implementation, planning, coordination, supervision functions and also as a work guide in running the company for predetermined goals [19]. Organizational performance is the organization's achievements within a certain period of time which are closely related to input, output, benefits and impacts. Carrying out organizational duties with full responsibility is expected to improve effective and efficient performance. One of the determining factors for the success of organizational performance is the characteristics of the budget [20].

E. Physical capital

The assessment of physical capital is carried out on three things including the availability of main production facilities in the form of buildings, warehouses and stables; availability of supporting production facilities in the form of machines, production vehicles, production roads and

electricity sources; and conditions for the use of genetic resources in goat farming.

1) Main production facilities

The assessment results show that the institution has main production facilities in the form of buildings, warehouses and goat rearing pens. The availability of these main production facilities quite complete and feasible and well utilized. However, a routine maintenance program for building facilities, warehouses and cages is still important for safety and comfort. Apart from that, it is necessary to have a livestock waste processing building installation and an officer responsible for the installation. The main function of an office building is to receive, record, process and distribute information [21]. Office building facilities function to carry out management functions, design office systems and procedures, control office forms, control employees, ensure the availability of office stationery and office equipment and machines, ensure asset security and carry out community relations.

2) Supporting production facilities

The results of the assessment of supporting production facilities were carried out on agricultural production machines, production vehicles and production roads as well as electricity sources from State Electricity Company. Agricultural production machines consist of 8 units of feed processing machines, 3 units of milking machines. There are three types of production vehicles, namely trucks, pickups and tractors. At the same time, the production road with pavement is 1,200 meters and without pavement is 1,035 meters with a pavement covering an area of 4 hectares or 13.3% of the total area of 30 hectares. The power source has a capacity of 12 kVA with very rare frequency of disturbances but the condition of the power network requires maintenance.

The condition of supporting production facilities can be improved through maintenance programs to optimize utilization. At the same time, it is necessary to assign mechanical and electrical technicians to utilize supporting production facilities in the form of machines, production vehicles and electricity networks.

3) Goat resources

The assessment of the conditions for the goat resources were carried out on the age of the goat parents, the sex ratio, the health status of individual livestock and the superior goat production criteria. The results of the assessment showed that there were 26 animals (14.13%) aged culled, the majority or as many as 109 animals (60%) were 3-4 years old and the remaining 49 animals (26%) were less than 3 years old. The sex ratio varies from 1:7 to 1:18. The animal's health status based on sample testing can be concluded to be free of brucellosis, anthrax, trypanosomiasis, worms, however there is an incidence of scabies with a variation in the incidence rate of 6-15% of the population every month. At the same time, the production of superior goat criteria in 2023 (temporary data) has been 15 heads, in 2022 has been 87 heads, in 2021 has been 90 heads.

Increasing production capacity through utilizing goat genetic resources can be done through a selection and culling program, which comes from outside the population with the aim of increasing genetic diversity. Mating management also need to be carried out through optimal use of the parent sex ratio. Mating management also need to be followed by a strict recording and selection program. In addition, a program for preventing and treating parasitic animals diseases is also necessary as an absolute condition to be a goat producer.

The older the PE goat, the lower the quality of the semen. The best quality semen is found in PE goats aged 3-4 years. So, the use of males in natural mating is recommended at the age range of 3-4 years to obtain good quantity and quality of semen [22]. The age of the doe determines productivity, such as litter size. In addition, the older doe, the ability of the ovaries to produce ova decreases in quality and quantity, which has an impact on reducing the quality of the kid [23].

F. Intervention program

To develop human capital capacity, at least three forms of intervention are needed. First, there is a technical and management training program to improve their capacity. It can be carried out by actively proposing it to the HR training center in the livestock sector. The second intervention is a proposal for the recruitment of two working groups, namely animal livestock supervisors and feed quality supervisors to support the implementation of production duties and functions of the institution. Third, policy and budget support by East Java Livestock Agency. Education is a form of investment in human capital [24]. The higher the level of education, the better the level of investment. At the same time, age is also another form of human capital. The younger employee, the more time they have to improve their qualifications.

To develop physical capital capacity, at least five forms of intervention are needed. First, there is a routine maintenance program for main and supporting production facilities to maintain the operational suitability of equipment and buildings. Second, it is necessary to build an installation building of waste management and officers. Third, there is recruitment program for mechanical and electrical technicians in utilizing tools and machines and electrical equipment. Fourth, there is a program to selection and culling to increase

genetic diversity. Fifth, there is a mating management also need to be carried out through optimal use of the parent sex ratioand a program for preventing and treating animal diseases.

Capacity improvement also needs to be carried out on natural capital. There are at least six forms of intervention to develop natural capital. First, there is socialization of the takeover and program for the use of unproductive land managed by residents covering an area of 12.3 hectares. Second, there is a productive land intensification program covering an area of 13.6 hectares to increase forage production capacity through fertilizing and irrigating the land. Third, there is an improvement in the system for monitoring productive land and securing unproductive land. Fourth, land asset inventory program and security measures. Fifth, explore alternative new water sources to increase water availability capacity and maintain pipe networks. Sixth, there is policy and budget support.

Intervention is also needed to develop financial capital. There are at least twointerventions.First, increasing efficiency and budget structuring so that budget effectiveness is achieved based on institution performance targets. Second, looking for alternative financing through non central/local government budget.

The last internal capacity development can be done on social capital. The strength of internal social capital (social bonding) in the form of norms and work culture has been well established through mutual cooperation and internal solidarity in completing institution mandatory. At the same time, external social capital (social bridging) needs to improve to strengthen the positive image of institution through optimizing social media as material for publicizing programs and activities. Internal capacity development interventions are described throughFig 1.

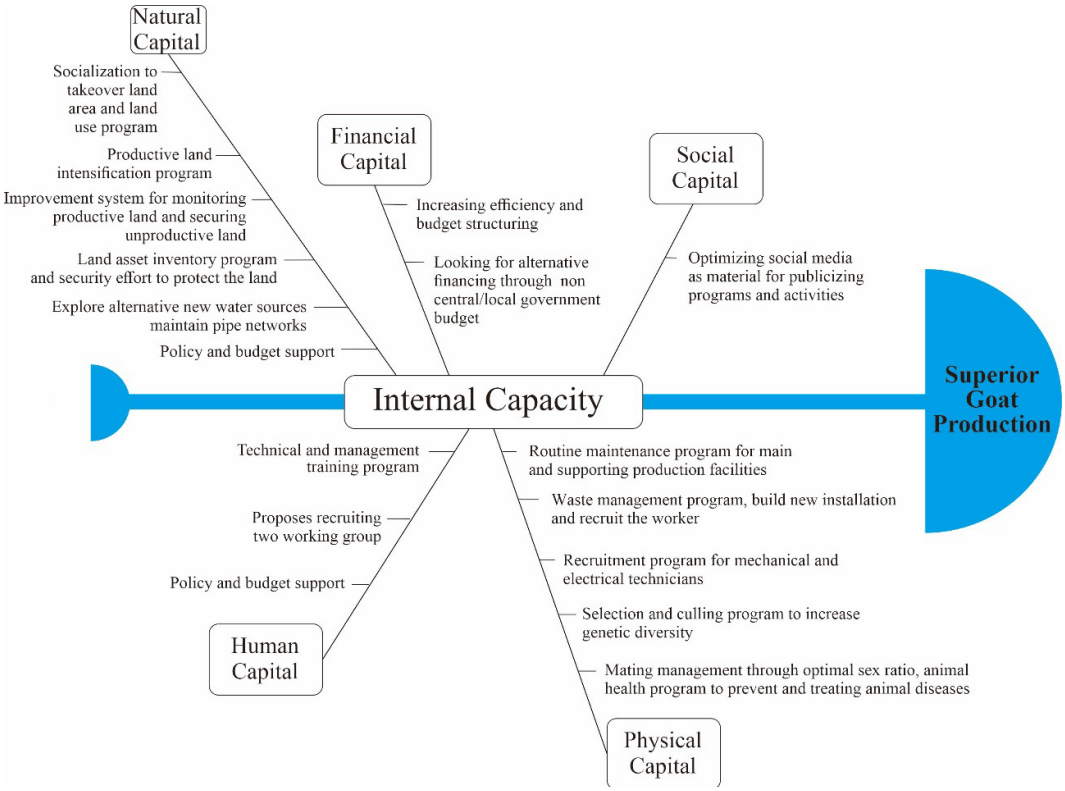

Fig. 1 Internal capacity development interventions

IV. CONCLUSIONS

Tangible assets consist of three forms of capital in the form of human capital, natural capital and physical capital with strength found in physical capital in the form of main, supporting production facilities and goat resources. At the same time, intangible assets consist of financial and social capital with strength found in social capital in the form of public trust in institutions.

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