

# Profitabilitas dan Strategi Kemitraan Kelapa Sawit = Profitability and Strategy of Palm Oil Partnership

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## Abstrak

Kemitraan kelapa sawit antara Perusahaan Komersil dengan petani telah berlangsung sejak tahun 1980an. Meskipun kemitraan tersebut ditujukan untuk memberikan manfaat bagi kedua belah pihak, masih banyak ditemui permasalahan. Penelitian mengenai permasalahan kemitraan inti-plasma dari perspektif Perusahaan Kelapa Sawit masih terbatas, sehingga perlu dilakukan. Penelitian ini bertujuan untuk mencari akar masalah atas permasalahan yang timbul dari program kemitraan Perusahaan XXX serta memberikan usulan strategi untuk menghasilkan kemitraan yang berkelanjutan dan saling menguntungkan. Penelitian menggunakan teori logika kelembagaan untuk mengevaluasi program kemitraan kelapa sawit Perusahaan XXX dan key mediating variable model dari teori komitmen dan kepercayaan untuk mengembangkan strategi. Hasil dari penelitian ini meliputi tujuh poin akar masalah dari faktor di dalam kemitraan dan tiga poin akar masalah dari faktor di luar kemitraan serta sembilan poin usulan strategi yang diharapkan dapat meningkatkan profitabilitas kemitraan bagi perusahaan XXX. Selain meningkatkan profitabilitas sembilan poin strategi tersebut sekaligus dilakukan untuk menghindari biaya terminasi kemitraan yang rendah dari petani, meningkatkan manfaat kemitraan bagi petani, menyamakan nilai-nilai antara petani dengan Perusahaan XXX, memperbaiki komunikasi Perusahaan XXX kepada petani dan yang terakhir mencegah terjadinya tindakan oportunistik yang dilakukan pengurus koperasi. Selain itu, penelitian ini memberikan rekomendasi kepada regulator terkait penetapan harga TBS serta penegakan terhadap peraturan yang berlaku.

.....Oil palm partnerships between commercial companies and smallholders have been going on since the 1980s. Although the partnership is intended to provide benefits for both parties, there are still many problems. Research on the problems of nucleus-plasma partnerships from the perspective of oil palm companies is still limited, so it needs to be done. This study aims to find the root cause of partnership problems carried out by Company XXX as well as to provide a business strategy to generate sustainable and mutually beneficial partnerships. The research was conducted by looking for the root causes of the low profitability of partnerships conducted with farmers, then looking for solutions to each of the root causes and at the same time strengthening the variables that affect farmer commitment and trust in partnerships. This study using institutional logic theory to evaluate Company XXX's oil palm program partnerships and key mediating variables models from commitment and trust theory to develop strategy. The results of this study include seven points of the root causes within the partnership and three points of the root causes outside the partnership as well as nine points of strategic advice that are expected to increase partnership profitability for XXX companies. In addition to increasing profitability, the nine-point strategy is simultaneously carried out to avoid lower partnership termination costs from farmers, increase benefits for farmers, equalize partnership values between farmers and Company XXX, improve communication between Company XXX and farmers and finally prevent opportunistic actions. by cooperative managers. In addition, this study provides recommendations to regulators regarding FFB pricing and enforcement of applicable regulations.