

# Utilization of Communication Strategy for Improving Communication Process Simantri Program in Province of Bali

I Dewa Putu Oka Suardi<sup>1\*</sup> I Nyoman Supartha<sup>2</sup> Ma'mun Sarma<sup>3</sup>

I Gede Setiawan Adi Putra<sup>4</sup>

<sup>1</sup>Doctoral Studies Program of Agricultural Sciences, Udayana University, Bali, Indonesia

<sup>2</sup>Faculty of Animal Science, Udayana University, Bali, Indonesia

<sup>3</sup>Faculty of Economics and Management, Bogor Agricultural University, Indonesia

<sup>4</sup>Faculty of Agriculture, Udayana University, Bali, Indonesia

## Abstract

The process of communication between facilitators and farmers do not result in behavioral changes especially in the aspect of the application, so the success rate Simantri program has not been in line with expectations. Based on these problems, need to be designed model of communication strategies to improve the effectiveness of the communication process Simantri Program. The design strategy based communications analysis unit executing Simantri farmer groups totaling 50 groups. From farmer groups that sample set 100 farmers and 50 facilitators as respondents using purposive sampling technique. Data were collected using survey method with interview techniques and in-depth interview. The design of the communication strategy model using PLS-SEM models with specific analytical tools, namely SmartPLS version 2.0 M3. Presentation of the research results using descriptive method.

Design of communication strategy models have compatibility and a high level of relevant predictive. The communication strategy has a positive relationship with the communication process, communication processes influencing behavior changes of farmers, and the farmers' behavior determines the success Simantri

The communication strategy can improve the communication process Simantri Program by following the activities of the communication resource planning, communication resource management and operational tactics of communication.

**Keywords:** communication resource planning, communication resource management, operational tactics of communication.

## 1. Introduction

Progress on implementation of the program of Simantri (Integrated Farming Systems) in Bali since 2009 until the year 2013, shows that: cattle and goats has grown 72.78%; bio gas installations are still functioning 46.54%; installation of bio urine that is still functioning 56.09%; and composting are still in production as much as 55.37% (DISTAN Provinsi Bali, 2014).

In addition, there are 63 groups of Simantri assistance program in 2009 until the year 2011 identified have not been optimal performance. All 63 groups scattered throughout the districts/city, respectively: 21 groups in Buleleng; four groups in Jembrana; four groups in Tabanan; two groups in Badung; one group in Denpasar; two groups in Gianyar; 13 groups in Bangli; six groups in Klungkung; and 10 groups in Karangasem (DISTAN Provinsi Bali, 2014).

These conditions indicate of Simantri Group performance has not reached the targeted goals. There appears to be a gap between objectives and reality implementation of programs in the field. A group member of Simantri farmer behavior has not showed a positive readiness and support of implementation of the program. One of the reasons, allegedly because the communication process between the Simantri Program facilitator and group members of Simantri less well, so that changes in the behavior of group members of Simantri less able to achieve a good level of success of the program.

Based on these problems, need to be designed model of communication strategies to increase the effectiveness of the communication process Simantri Program, so the success rate is good as well as expected.

## 2. Review of The Literature

The success of development programs including Simantri Program is determined by various factors, one of which is a communication factor. Effective communication can foster a common understanding among all parties involved with Simantri Program. Communication effectiveness is determined by the fidelity of communication. According Berlo (1960) communication fidelity can be obtained by increasing the role of communication elements which include: (a) the communicator must have communication skills; (b) the communication message conveyed should be oriented content, elements, structures, packaging, and code that is understandable; (c) the communication media must be in accordance with the objectives to be achieved; and (d) the communicant should have the ability to communicate as well as a positive attitude towards communicator.

Communication process can take place properly when utilizing the communication strategy. Communication strategies can not be separated from the "Theory of Communication Process" which sequential of communicators convey a message through the media to the receiver and then effect, as proposed Lasswell (in McQuail and Windahl, 1981).

The communication strategy is a blend of communication planning and communication management to achieve a goal. To achieve these objectives, the communication strategy must be able to demonstrate the operational tactics to do (Effendi, 1993). Communication strategies used to bridge the gap between policy and tactics, while the strategy and tactics is a bridge that connects the gap between ends and means (Nickols, 2000 in Liliweri, 2011).

Designing communication strategies should consider the context of communication in accordance with the level of participants' communication process. According Servaes (1986) that the context of the relevant communications is developed in a development which is two-way, interactive, and participatory at all levels. Related to communication messages, Schramm (1973) suggest communication messages must be well designed, using symbols that can be understood by the communicator and the communicant, can generate personal needs communicant, and suggest how to get those needs.

The communication strategy should pay attention to the development of software and hardware engineered communications and information technology. In line with these opinions, Nasution (2004) and Effendy (2005) ideas can be summarized that it takes a wise step in the selection and utilization of communications tools for disseminating development messages.

## 3. Methodology

The study population was a group of farmers who receive Simantri program in 2012 that amounted to 100 groups spread over nine districts in the province of Bali. Of the population designated 50 groups as a sample with proportional sampling technique. As respondents assigned 100 farmers (50 officers and 50 members of the group) and 50 facilitators of groups of samples. Determination of the respondents is using purposive sampling techniques (Black and Dean, 1992; Moleong, 1996; Kerlinger, 2000).

The data collected in this study include primary data and secondary data. Primary data collection using survey method, interview techniques and in-depth interview, while secondary data collected by document analysis techniques. Primary data parameter measurement results of each indicator in the form of a data study interval with a value of 1-10. To design a communication strategy models used model analysis Partial Least Squares Path Modeling (PLS-SEM) with PLS analysis tool specific the freeware application SmartPLS version 2.0 M3 (Ringle, Wende, Will, 2005; Latan and Ghazali, 2012). Then proceed with the descriptive method (Mulyana, 2001; Birowo, 2004; Mulyana and Solatun, 2008).

According to the rules of PLS-SEM, a model design (strategy) can be declared valid if the value of convergent validity (convergent validity) and discriminate validity (discriminate validity) can be met. Convergent validity requirement is met if the latent variable with a reflective indicator has a value of composite reliability (CR) > 0.7 (Nunnally, 1978) as well as the average variance extracted (AVE) and communality each have a value of > 0.5 (Fornell and Larcker, 1981). Discriminate validity requirements are met if the square root (AVE) > inter-constrict correlation (Barclay et al., 1995).

Conformity assessment of the model using the following criteria:  $R^2 < 0.25$  including weak category;  $0.75 \leq R^2 \leq 0.25$  classified as medium / moderate; and  $R^2 \geq 0.75$  classified as strong (Hair et al., 2011). To GoF criteria: GoF < 0.1 including small category;  $0.1 \leq \text{GoF} \leq 0.36$  including medium category; and GoF > 0.36 including large categories (Ringle, Wende, and Will, 2009). Statistics suitability to the outer models (H2) and the inner workings of the model (Q2) is evaluated from cross validated value (cv) -communality and cv-redundancy

results blindfolding procedure. Model otherwise have predictive relevance if  $Q^2 > 0$  (Chin, 1998).

## 4. Results and Discussion

### 4.1 Model strategy

Design of communication strategy model Simantri Program consists of four main variables, namely communication strategy (SK), communication process (PK), behavioral changes (PP), and the success Simantri Program (KP). Variable communication strategy (SK) is a second-level variables (second order construct) the formation of three variables first level (first-order construct), which is variable communication resource planning (PSdK), variable communication resource management (MSdK), and variable operational tactics of communication (TOpK). In accordance with the approach of the so-called repeated indicators also Hierarchical Component Model (Wold, 1982 and Wetzel et al., 2009), further indicators of the three constituent variables (first order: PSdK, MSdK, TOpK) is used as an indicator variable communication strategy (second order: SK), as shown in Figure 1.

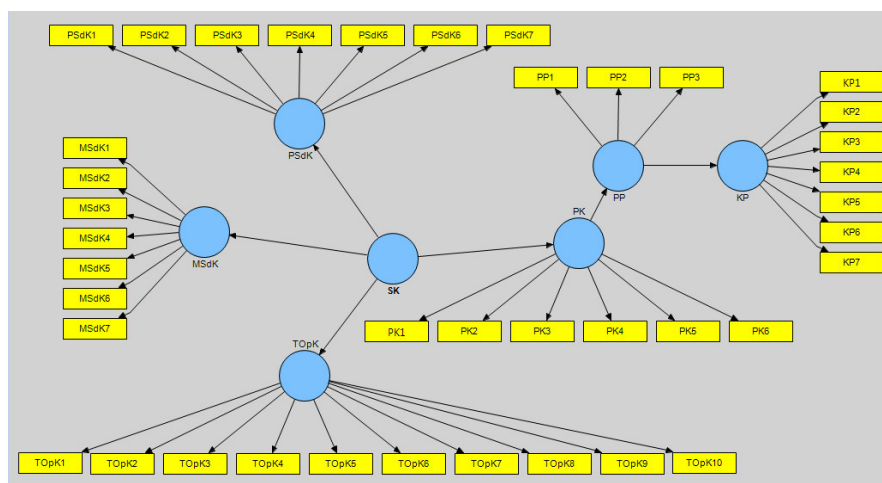


Figure 1. The Design of Communication Strategy Model

Measurement of all indicators using interval data with a value of 1-10. Where the numbers 1-10 is the value continuum of worst to best judgment assessment. The indicators were measured from each variable communication strategy as shown in Table 1.

Table 1. Variable Model of Communication Strategy and their Indicators

Variable <sup>a)</sup>	Indicator
<b>1. Planning communication resource on Simantri (PSDK)</b>	
PSdK1	- preparation of the facilitator as a communicator
PSdK2	- provision of operational funds
PSdK3	- preparation of communication messages
PSdK4	- preparation methods and techniques of communication
PSdK5	- provision of communication equipment
PSdK6	- preparation of the policies and rules of communication
PSdK7	- preparation of farmer groups as a communicant
<b>2. The management of communication resources on Simantri (MSdK)</b>	
MSdK1	- assignment competent communicators
MSdK2	- monitoring communication activities
MSdK3	- communication performance evaluation
MSdK4	- supervision communication activities
MSdK5	- improving the competence of the communicator
MSdK6	- award to the communicator
MSdK7	- punishment to the communicator
<b>3. Operational Tactics communication on Simantri (TOpK)</b>	
TOpK1	- communication message is solutive
TOpK2	- packaging simple communication messages
TOpK3	- delivery of a persuasive message
TOpK4	- dialogical context of interactive communication
TOpK5	- time communication according to the agreement of farmers
TOpK6	- communication duration is not too long
TOpK7	- the place and the atmosphere is conducive communication
TOpK8	- the use of audio aids selectively
TOpK9	- the use of visual aids selectively
TOpK10	- the use of multimedia tools selectively
<b>4. Communication strategy (SK) - repeated three variable constituent indicators (first order): PSDK, MSdK, TOpK</b>	
<b>5. The communication process Simantri (PK)</b>	
PK1	- facilitator role as communicator
PK2	- conformity of message communications
PK3	- the use of communication methods
PK4	- the use of communication equipment
PK5	- the atmosphere of the venue for communication
PK6	- the role of farmers as a communicant
<b>6. Changes in the behavior of the farmer (PP)</b>	
PP1	- knowledge of Integrated Agricultural Systems
PP2	- attitudes towards Integrated Agricultural Systems
PP3	- implementation of the Integrated Agricultural Systems
<b>7. The success of the Simantri Program (KP)</b>	
KP1	- developing agricultural institutions
KP2	- creating jobs
KP3	- intensification and extension of farming flourish
KP4	- increasing the incentive to farm
KP5	- creating and developing organic farming
KP6	- business institutions developing the rural economy
KP7	- increasing farmers' income

a) All the variables (latent constructs) are reflective and in the form of first order, except for the variable SK as a second order.

In examining design of communication strategy model Simantri Program proposed six hypotheses as follows.

1. Communication resource planning has a positive relationship with the communication strategy.
2. Communication resource management has a positive relationship with the communication strategy.
3. Operational tactics of communication have a positive relationship with the communication strategy.
4. Communication strategies have a positive relationship with Semantri communication process.
5. Simantri communication process has a positive relationship with changes in the behavior of farmers.
6. Farmers' behavior has a positive relationship with the level of success Simantri.

#### 4.2 Measurement Reflective Indicator (Outer Model)

Through the work process analysis tools SmartPLS version 2.0 M3 can be found that reflects the magnitude of the value of the indicator variable (loadings of reflective indicators), and the value of each indicator for each variable seen clearly in Figure 2.

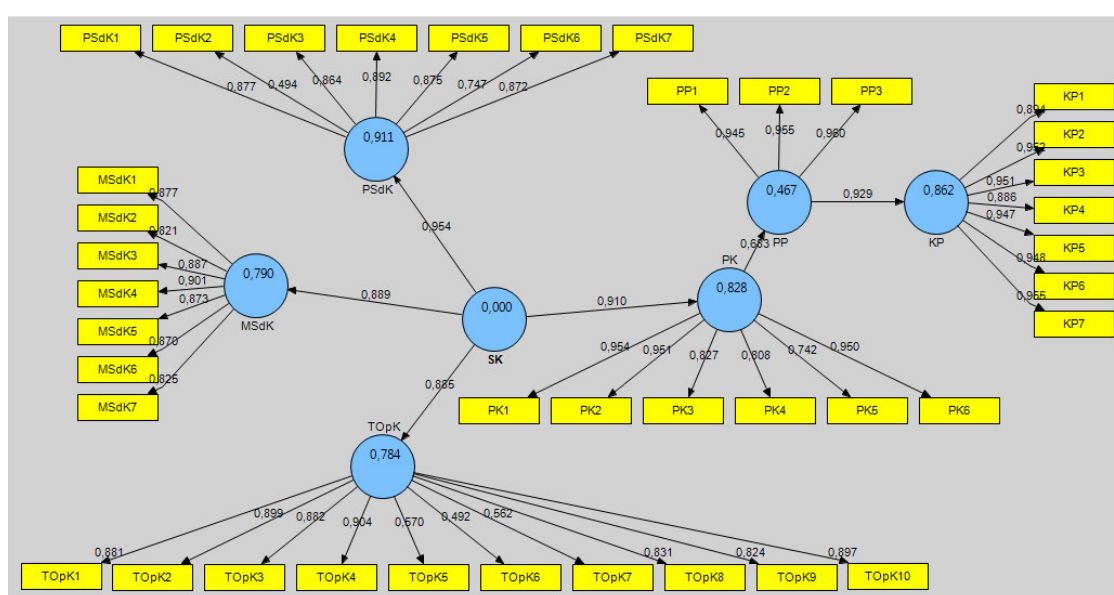


Figure 2. The Design of Communication Strategy Model with All Reflective Indicators

Based on the results of the analysis, there is an indicator of variable communication resource planning (PSdK) declared invalid because obtaining loading values  $<0.5$  is PSdK2, and there are three indicators of communication operational tactics variables (TOpK) invalid ( $<0.5$ ), namely: TOpK5, TOpK6, and TOpK7. Thus, the four indicators that are not valid are removed from desgin of model. Analysis continued to acquire all measurement results with a valid indicator loading values  $>0.5$  (Hair et al., 2011). Design of the model with indicators reflective valid as shown in Figure 3 and complete data measurement results are presented in Appendix 1.

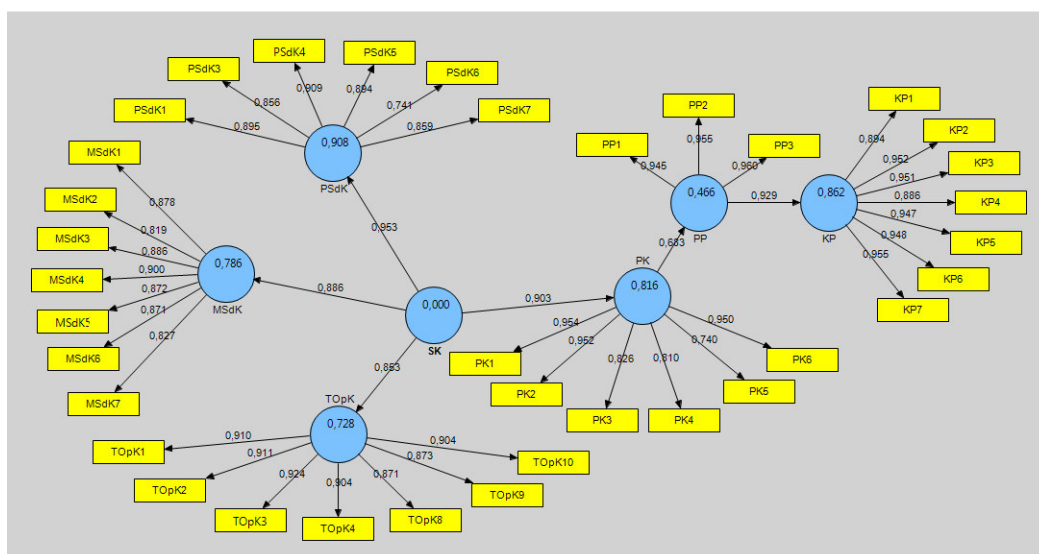


Figure 3. The Design of Communication Strategy Model with Valid Reflective Indicators (PLS-Algorithm Technique)

### 4.3 The Validity of The Model

Based on the analysis, communication strategy model Simantri is valid because of convergent validity and discriminant validity in accordance with the criteria. For convergent validity, all indicators have CR values >0.7 and the value AVE and Communnality >0.5 as shown in Table 2.

Table 2. Convergent Validity

Construct	Number of Indicators	Composite Reliability	AVE	Communnality
KP	7	0,979378	0,871640	0,871640
MSdK	7	0,954126	0,748387	0,748386
PK	6	0,951566	0,767714	0,767714
PP	3	0,967521	0,908509	0,908509
PSdK	6	0,944801	0,741263	0,741263
SK	20	0,968963	0,611039	0,611039
TOpK	7	0,967526	0,809815	0,809815

Likewise for discriminant validity, all values of quare root (AVE) > inter-construct correlation as shown in Table 3.

Table 3. Discriminant Validity

Construct	KP	MSdK	PK	PP	PSdK	SK	TOpK
KP	0,933617						
MSdK	0,837281	0,865094					
PK	0,692017	0,674037	0,876193				
PP	0,928697	0,839601	0,682512	0,953157			
PSdK	0,931917	0,861194	0,787670	0,862110	0,860966		
SK	0,876075	0,863320	0,873375	0,835182	0,852705	0,781690	
TOpK	0,603802	0,544163	0,843071	0,568702	0,711775	0,753172	0,899897

\*Diagonal element is the square root (AVE)



#### 4.4 Measurement of Structural Models (Inner Model)

Testing a structural model to assess the effects of each direction of the relationship (causal path) and hypothesis testing that has been set, use a special technique SmartPLS that is bootstrapping techniques. Based on the analysis of these techniques, all direction of the variables correlation significant at the 5% significance and the value of t-statistic >1.96. The entire proposed hypothesis can be accepted. The relationship between the variables as shown in Table 4 and illustrated the model as shown in Figure 8.

Table 4. Path Coefficients (Mean, STDEV, T-Values)

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (IO/STERR)
PK -> PP	0,682512	0,681222	0,079127	0,079127	8,058509
PP -> KP	0,928697	0,929015	0,021371	0,021371	43,837064
SK -> MSdK	0,886320	0,888732	0,026624	0,026624	33,556487
SK -> PK	0,903375	0,900631	0,034499	0,034499	24,781661
SK -> PSdK	0,952705	0,952412	0,013089	0,013089	67,393995
SK -> TOpK	0,853172	0,850701	0,046925	0,046925	17,748627

#### 4.5 Conformity Models

In the final stage, an analysis of the model fit using the approach the model fit statistics. which includes Explained Variance ( $R^2$ ) on endogenous variables, statistics Goodness of Fit (GoF), and statistics the conformity for Outer Model ( $H^2$ ) and Inner Model ( $Q^2$ ). Based on data from the analysis as shown in Table 5 and the criteria of the conformity models, the model of the communication strategy of Simantri acceptable and have a high predictive relevance. This is evidenced from all the assessment criteria can be met, such as:  $R^2$  classified as strong ( $0.760916 > 0.75$ ); GoF is relatively large ( $0.770284 > 0.36$ );  $H^2 = 0.771047 > 0$ ; and  $Q^2 = 0.598188 > 0$ .

Table 5. Statistics Suitability Model

Construct	Structural Model			Model Quality	
	$R^{2a}$	Com <sup>b</sup>	Red <sup>c</sup>	$H^2$ (cv <sup>d</sup> -com)	$Q^2$ (cv <sup>d</sup> -red)
KP	0,862477	0,871640	0,751363	0,818302	0,709716
MSdK	0,785563	0,748386	0,576017	0,748379	0,576106
PK	0,816086	0,767714	0,617304	0,762686	0,616616
PP	0,465823	0,908509	0,422065	0,905812	0,416500
PSdK	0,907647	0,741263	0,670426	0,741263	0,670492
SK		0,611039		0,611071	0,611071
TOpK	0,727902	0,809815	0,586923	0,809814	0,586813
Average	0,760916	0,779767	0,604016	0,771047	0,598188
GoF <sup>e</sup>	0,770284				

<sup>a)</sup>Variance Explained; <sup>b)</sup>Communality; <sup>c)</sup>Redundance; <sup>d)</sup>Crossvalidated; <sup>e)</sup>Goodness of Fit

#### 4.6 Communication Strategy

Based on the results of the analysis phase has been conducted, design of communication strategy models demonstrate the suitability and have a high predictive relevance. This means that the communication strategy can be utilized in the communication process Simantri to induce farmers' behavior better, thus increasing the success of the Simantri Program.

Furthermore, for a better understanding of the communication strategy Simantri, will be discussed in detail three elements which include: communication resource planning, communication resource management, and operational tactics of communication with illustrations the results of the analysis as shown in Figure 4.

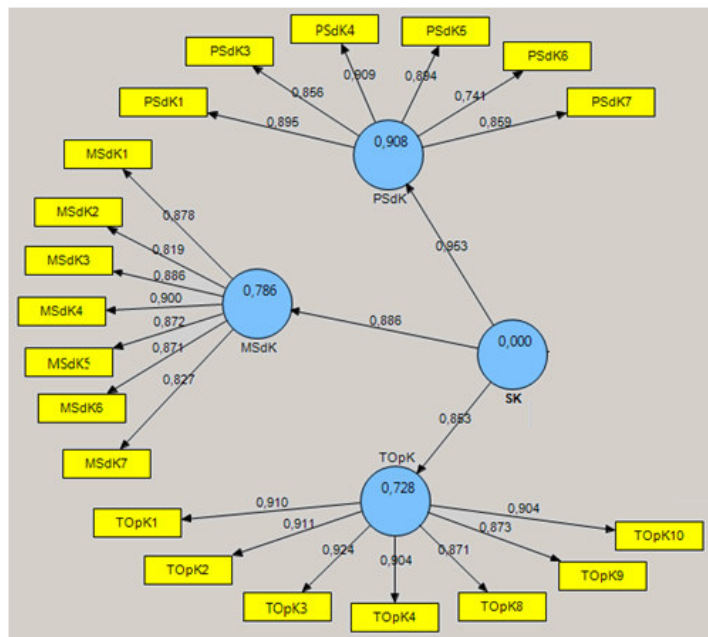


Figure 4. Simantri Communication Strategy with Three Reflective Indicators

#### 4.6.1

#### Communication resource planning

Communication resource planning of Simantri composed of seven elements, that is: preparation of the facilitator as a communicator, providing operational funds of communication, preparation of message communication, preparation methods and techniques of communication, the provision of communications equipment, preparation of rules and policies of communication, and the determination of farmer groups as communicant.

Based on the results of the evaluation of the measurement models (outer model) by using algorithm technique, there is one element of which is the provision of operational funds acquire communication loading value  $< 0.70$ , so removed from the reflective parameter communication resource planning. Thus, there are six elements that exist reflect the communication resource planning of Simantri as shown in Figure 5.

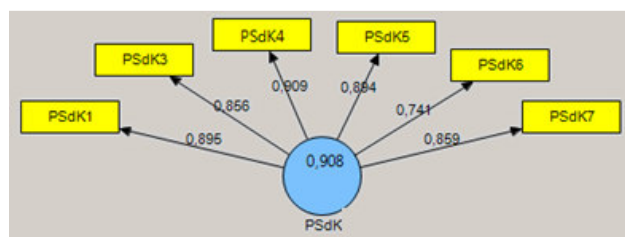


Figure 5. Elements Reflective Communication Resource Planning of Simantri

In applications strategy, communication resource planning must follow the order of priority of the largest loading value toward the smallest value as follows.

- 1) Preparation of methods and technique of communication (PSdK4). Methods and technique of communication in accordance with essentially refers to understanding the approach and ways of communicating. With common sense in the selection and use of methods and technique of communication, the communication process can proceed smoothly. Excellence several methods of communication such as: journalism methods,



methods of advertising, public relations methods, and methods of propaganda can be combined with several practical advantages of communication technique such as: technique informative, persuasive techniques, pervasive technique, and technique of social relationships.

- 2) Preparation of the facilitator as a communicator (PSdK1). Preparation of the facilitator as a communicator of Simantri should be done selectively since recruitment process with an emphasis on competence and qualifications of public speaking, communication skills primarily with farmers' groups.
- 3) Preparation of communications equipment (PSdK5). The supply of communications equipment in the form of audio-visual and multimedia devices including internet access becomes important because it was instrumental in expediting the process of communication. Equipment specifications must be adapted to the context of communication with respect to: the level of response of farmers, the substance of the message, and the expected changes in farmer behavior.
- 4) Preparation of farmer groups as communicants (PSdK7). Determination of farmer groups as communicant determine the effectiveness of communication of Simantri Program, so it must have been a group of farmers who have needs as offered by Simantri Program. The selected farmers should have a full time profession as farmers implement not part-time farmers who carry out farming activities as a sideline.

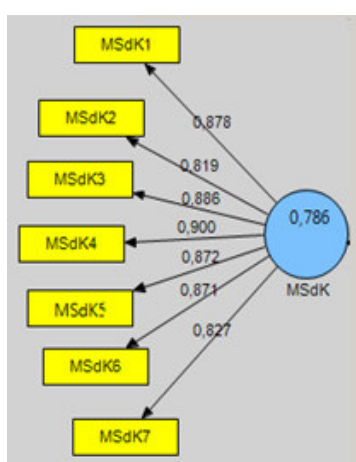


Figure 6. Elements Reflektive Communication Resource Management of Simantri

- 5) Preparation of communication messages (PSdK3). The messages to be delivered should be simple, easily understood, and is able to overcome the barriers faced by members of the group in the application Simantri. Communication messages can be prepared in the form of print, broadcast, recording, and visualization of the message object.
- 6) Preparation regulation (PSdK6). Regulation is the legality of that is the basis of operational communication activities Simantri Program. Implementation rules and the existing policy will provide support for the facilitator to be more confident to improvise in the communication process.

#### 4.6.2 Communication resources management

There are seven elements that meet the criteria as an indicator reflective Simantri communication resource management with loading value respectively as shown in Figure 6. In application strategy, implementation of communication resource management function must follow the order of priority of the largest loading value toward the smallest value as follows.

- 1) Supervision of communication activities (MSdK4). Supervision function is to ensure that the facilitator can carry out communication process properly and as early as possible can improve the implementation of the process communication errors. Supervision should be done by an experienced supervisor regularly and periodically.
- 2) Evaluation of the performance of the communication (MSdK3). Measurement and communication evaluation is an assessment of the achievements of the results of the communication process. The evaluation function must be carried out to determine the level of success achieved in the form of behavior change after the farmers involved in the communication process Simantri.
- 3) Assignment of competent communicator (MSdK1). Facilitator as key communicators in the communication process Simantri. Skilled facilitators communicate will be able to make the process of communication takes place effectively. Therefore, to be recruited facilitator is able to act as a reliable communicator.
- 4) Increased competence communicator (MSdK5). Increased competence concerning communications aspects and aspects of Simantri substance, which can be done through training on a regular basis or urgent needs and situational. The benefits of the implementation of this function are that the facilitator is always able to satisfy farmers' needs for information relating to the substance Simantri.
- 5) Awarding to the communicator (MSdK6). Proper appreciation must be given to the facilitator who has good communication performance. The provision of adequate honorarium or salary can motivate the facilitators to perform the task well. It can also be awarded in other forms, such as bonuses, gifts, certificates, and recognition as champion.
- 6) Granting sanction to the communicator (MSdK7). Otherwise, poor communication facilitator performance and neglecting other tasks should be given punishment. Giving punishment can be salary cuts and dismissal

as a facilitator.

- 7) Monitoring communication activities (MSdK2). Function of monitoring is done through field monitoring the communication process and other factors involved, so that the factual conditions of a whole series of activities can be known. Implementation of this function can provide very valuable information to take corrective action against the communication process as well as a basis for decision making sustainability Simantri communication process.

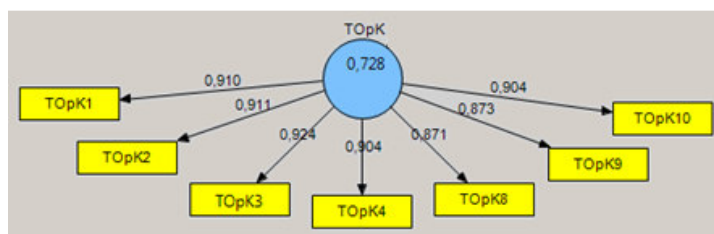


Figure 7. Elements Reflektive Operational Tactics of Communication

#### 4.6.3 Operational tactics of communication

There are ten reflective elements originally included in the draft operational tactics communication of Simantri, but three elements do not meet the requirements for loading value  $<0.70$  so removed from the structure of the model. Staying seven elements as shown in Figure 7. In the application strategy, implementation of operational tactics of communication must follow the order of priority of the largest loading value toward the smallest value as follows.

- 1) Context dialogical-interactive communication (TOpK4). Dialogical-interactive communication context provides wide space for the growth of farmers' participation group members, so that tends to lead to effective communication.
- 2) Submission of a persuasive message (TOpK3). Utilization of persuasive techniques is very relevant to the farmers who need resuscitation subtle approach with patience and without coercion, but the message is able to touch the cognitive domains. The use of this technique in the communication process can help overcome limitations of communication competence of farmers, so farmers can finally understand the content of the message well.
- 3) Message communication is solutive (TOpK1). Solution Simantri communication messages can help farmers overcome the constraints in the implementation of Simantri. Messages solutive much appreciated and in demand by farmers compared with the messages that do not clear meaning.
- 4) Packaging simple communication messages (TOpK2). Simplicity is reflected in the contents of communication messages related to activities which are held by farmers, it is easy to understand, and can be performed well. Can also be seen from the language and symbols (images, colors, props) that is used by the facilitator. In essence, this tactic should be able to elaborate innovation Simantri be a message whose content is interesting and easily understood by farmers.
- 5) Use of selective communication equipment (TOpK8; TOpK9; TOpK10). Communication equipment that is audio-visual and multi-media should be carefully selected, selective, and used wisely. Communications equipment engineered information and communication technology is growing very rapidly and brings devastating effect in various aspects of community life, even as the determination in the communication process.

#### 4.7 Role of Communication Strategy in The Communication Process Simantri Program

The role of communication strategy in the communication process Simantri can be seen from the relationship variable communication strategy (SK) with other variables such as: process communication (PK), changes in farmer behavior (PP), and the success of the program (KP). The communication strategy has a positive relationship with the communication process, as well as subsequent linear communication process has a positive correlation with changes in farmer behavior, and changes in farmer behavior is positively associated with the success of the program, as shown in Figure 8.

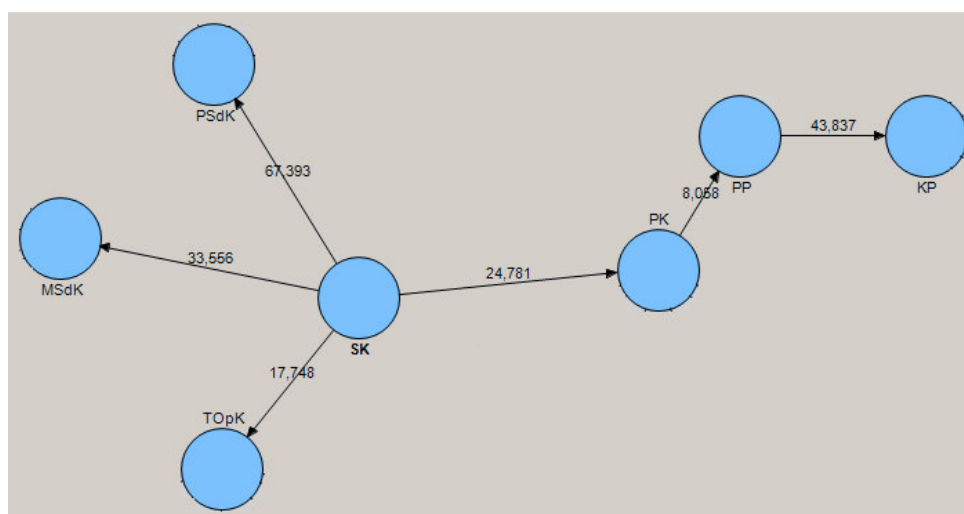


Figure 8. Relation Strategy Communications (SK) with Communication Process (PK), Behavior Change (PP), and Success of Program (KP)

The relationship can be interpreted that the utilization of the communication strategy will facilitate the communication process Simantri, because the communication strategy includes a series of activities that condition the communication resources can contribute functionally through communication resource planning, resource management application communication, and utilization of communication of operational tactics. The communication process can take place properly.

The process of communication that utilizes the communication strategy will be neatly arranged, as a condition for the process of good communication clearly formulated. Ongoing communication process properly can result in behavioral changes on farmers in accordance with the purpose of communication. The behavior change becomes determining the success of Simantri. Good farmer behavior reflected by a good understanding and a positive attitude towards Simantri, then Simantri activities carried out in accordance with the implementation guidelines. Growth positive attitude of farmers towards Simantri be a challenge for the facilitator. The answer to these challenges is the increase in communication performance Simantri through the use of communication strategies.

## 5. Conclusions and Recommendations

### 5.1. Conclusions

1. Model of Simantri communication strategy has the adjustability and high predictive relevance as well as all hypotheses acceptable.
2. The communication strategy can improve communication processes and communication processes induce changes in the behavior of farmers, further changes in the behavior of the farmer determines the success Simantri.
3. Simantri communication strategy include: communication resource planning with a six-step activities, communication resource management with the seven-step activities and operational tactics of communication with the five step activity.

### 5.2. Recommendation

1. To increase the successful achievement Simantri Program needs to be improved communication process with the use of communication strategies which include activities in communication resource planning, communication resource management, and the operational tactics of communication.
2. In the formative, Simantri Program planning documents need to be equipped with a communication strategy description, so that there is a guideline for implementing the program, including for facilitators.

## Acknowledgments

Presented thanks to the Bali Provincial Agriculture Office on the good cooperation so that the author can

researching Simantri Program that has been given to the farmer groups and the Udayana University who has given permission to the author to follow studies in a doctoral program and provides education grants.

## References

- DISTAN Provinsi Bali (2014), "Kegiatan Sistem Pertanian Terintegrasi (Simantri) di Provinsi Bali". Denpasar, Bali, Indonesia.
- Berlo DK. (1960), *The Process of Communication: An Introduction To Theory and Practice*. New York: Holt, Rinehart and Winston.
- Birowo A. (2004), *Metode Penelitian Komunikasi*. Jakarta: Gitanyali.
- Black JA, Dean JC. (1992), *Metode dan Masalah Penelitian Sosial*. Penerjemah: E.Koeswara, Dira Salam, dan Alfin Ruzhendi. Bandung: PT Eresco.
- Chin WW. (1998), "The Partial Least Squares Approach to Structural Equation Modeling". In GA. Marcoulides (ed.). *Modern Methods for Business research*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Effendy OU. (2005), *Komunikasi dan Modernisasi*. Bandung: Mandar Maju.
- Effendy OU. (1993), *Dinamika Komunikasi*. Bandung: PT Remaja Rosdakarya.
- Hair JF., Ringle CM., and Sarstedt M. (2011), "PLS-SEM: Indeed A Silver Bullet". *Journal of Marketing Theory and Practice* (19:2), pp.139-150.
- Latan H., Imam Ghozali (2012), *Partial Least Squares: Konsep, Teknik dan Aplikasi SmartPLS 2.0 M3 untuk Penelitian Empiris*. Semarang: Badan Penerbit Undip.
- Leeuwis C. (2009), *Komunikasi untuk Inovasi Pedesaan: Berpikir Kembali tentang Penyuluhan Pertanian*. Yogyakarta: Penerbit Kanisius.
- Liliweri A. (2011), *Komunikasi: Serba Ada Serba Makna*. Jakarta: Kencana.
- McQuail D, S. Windahl (1981), *Communication Models: for the Study of Mass Communications*. New York: Longman Inc.
- Mulyana D. (2001), *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosda Karya.
- Mulyana D. Solatun (2008), *Metode Penelitian Komunikasi: Contoh-contoh Penelitian Kualitatif dengan Pendekatan Praktis*. Bandung: Remaja Rosda Karya.
- Moleong LJ. (1996), *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- Nasution Z. (2004), *Komunikasi Inovasi*. Jakarta: Pusat Penerbitan Universitas Terbuka.
- Ringle CM., Wende S., Will S. (2005), "SmartPLS 2.0 beta". Hamburg: University of Hamburg. Available from <http://www.smartpls.de/index.php>.
- Servaes J. (1986), "Tinjauan tentang Paradigma Komunikasi dan Pembangunan". Dalam *Audientia: Jurnal Komunikasi*. I (2). April-Juni 1993. Bandung: LP3K-ISKI-Rosdakarya.
- Schramm W. (1973), *Men, Messages, and Media*. New York: Harper & Row Publishers.
- Wetzels M., Odekerken-Schroder, G., and van Oppen, C. (2009), *Using PLS Path Modeling for Assessing Hierarchical Construct Model: Guidelines and Empirical Illustration*. *MIS Quarterly* (33:1), pp. 177-195.
- Wold H. (1982), *Soft Modelling: The Basic Design and Some Extensions*. In: Joreskog KG. Wold H. (eds) *System Under in Direct Observation. Causality, Structure, Prediction*. Vol II. North-Holland, Amsterdam, pp 1-54.

## Appendix

### Loading Value Reflective Indicators

Reflective indicators	Loadings	Reflective indicators	Loadings	Reflective indicators	Loadings
PSdK		SK		PK	
PSdK1	0,894580	PSdK1	0,818121	PK1	0,954250
PSdK3	0,856143	PSdK3	0,881627	PK2	0,952301
PSdK4	0,909338	PSdK4	0,846582	PK3	0,825955
PSdK5	0,894169	PSdK5	0,832412	PK4	0,810392
PSdK6	0,741142	PSdK6	0,729233	PK5	0,739815
PSdK7	0,859418	PSdK7	0,801071	PK6	0,950027
		MSdK1	0,824728		
MSdK		MSdK2	0,635838		
MSdK1	0,877798	MSdK3	0,692863	PP	
MSdK2	0,818739	MSdK4	0,737232	PP1	0,945017
MSdK3	0,885870	MSdK5	0,735732	PP2	0,954734
MSdK4	0,899781	MSdK6	0,839935	PP3	0,959663
MSdK5	0,872255	MSdK7	0,847880		
MSdK6	0,871011	TOpK1	0,713975		
MSdK7	0,827033	TOpK2	0,761554		
		TOpK3	0,840424		
TOK		TOpK4	0,796116	KP	
TOpK1	0,910206	TOpK8	0,776482	KP1	0,893763
TOpK2	0,903866	TOpK9	0,716982	KP2	0,952388
TOpK3	0,910979	TOpK10	0,755337	KP3	0,950609
TOpK4	0,924008			KP4	0,885911
TOpK8	0,904218			KP5	0,947427
TOpK9	0,871468			KP6	0,947555
TOpK10	0,873222			KP7	0,954803