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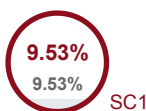
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NO	CONTENTS	NUMBER OF IDENTICAL WORDS (FRAGMENTS)
1	<p>Analysis of the Influence of Crop Failure, Delivery, and Payment on Sales Growth <u>through Regulation as an Intervening Variable at PT.</u> Ojo Lamban Bojonegoro in the Subsidized Fertilizer Distribution Areas of Ngasem and Kedewan Sub-Districts</p> <p>Muhammad Yuniar Hakim1, Supardi2 Master of Management Universitas Muhammadiyah Sidoarjo <u>Indonesia</u> 1,2</p> <p>ARTICLE INFO</p> <p>Correspondence Email: supardi@umsida.ac.id</p> <p>Keywords: crop failure; distribution; payment; regulation; subsidized fertilizer sales</p> <p>ABSTRACT</p> <p>This study aims to analyze the influence of crop failure, distribution, and payment on the increase of subsidized fertilizer sales, with regulation as a mediating variable. The research was motivated by the decline in subsidized fertilizer sales in 2024 in the Ngasem and Kedewan areas of Bojonegoro, which averaged 7.90% with considerable variation among kiosks. A quantitative survey method was employed involving 170 respondents from 17 kiosks. The research instrument was tested for validity and reliability, and the data were analyzed using a path analysis model. The findings reveal that crop failure has a significant negative effect on fertilizer sales, while distribution and payment regularity exert significant positive effects. Regulation is proven to be a crucial mediating variable: it mitigates the negative impact of crop failure and simultaneously strengthens the positive effects of distribution and payment on sales. These results emphasize that regulation functions not merely as an administrative framework, but as a strategic instrument that ensures the stability of the subsidized fertilizer market. This study concludes that the improvement of subsidized fertilizer sales depends on the synergy among distributors, kiosks, farmers, and the government. Efficient distribution, disciplined payment, and adaptive yet accountable regulation are key to sustaining fertilizer supply and supporting agricultural systems in the face of crop failure risks.</p> <p>ABSTRAK</p> <p>Penelitian ini bertujuan untuk menganalisis .pengaruh gagal panen. distribusi, dan pembayaran terhadap peningkatan penjualan pupuk bersubsidi dengan regulasi sebagai variabel mediasi. Latar penelitian berangkat dari fenomena penurunan penjualan pupuk bersubsidi tahun 2024 di wilayah Ngasem dan Kedewan, Bojonegoro, yang rata-ratanya mencapai 7,90% dengan variasi antar kios yang cukup signifikan.</p> <p>Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 170 responden dari 17 kios. Instrumen penelitian diuji validitas dan reliabilitasnya, dan data dianalisis menggunakan model jalur. Hasil penelitian menunjukkan bahwa gagal panen berpengaruh negatif signifikan terhadap penjualan pupuk, sedangkan distribusi dan keteraturan pembayaran berpengaruh positif signifikan. Regulasi terbukti menjadi variabel mediasi yang berperan penting: ia meredam dampak</p>	

negatif gagal panen sekaligus memperkuat dampak positif distribusi dan pembayaran terhadap penjualan. Temuan ini menegaskan bahwa regulasi tidak hanya berfungsi sebagai aturan administratif, tetapi juga sebagai instrumen strategis yang menjaga stabilitas pasar pupuk bersubsidi. Penelitian ini menyimpulkan bahwa peningkatan penjualan pupuk bersubsidi bergantung pada sinergi antara distributor, kios, petani, dan pemerintah. Efisiensi distribusi, kedisiplinan pembayaran, serta regulasi yang adaptif dan akuntabel menjadi kunci dalam menjaga kelancaran pasokan pupuk dan keberlanjutan sistem pertanian di tengah risiko gagal panen.

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INTRODUCTION

PT. Ojo Lamban Bojonegoro is a company engaged in the distribution of fertilizers to farmers and business partners in the Bojonegoro region and its surrounding areas. This study specifically focuses on the distribution of subsidized fertilizers in two districts, namely Ngasem and Kedewan, which constitute part of the company's core operational areas. Distribution to these regions is carried out through officially appointed kiosks that serve as partner outlets for channeling subsidized fertilizers to farmers. The types of fertilizers highlighted in this research include Urea, NPK Phonska, and subsidized organic fertilizers, which represent the primary fertilizers allocated to farmers in both districts. Within its operational framework, the company plays a crucial role in ensuring the continuity of fertilizer supply to support the smooth execution and productivity of agricultural activities in the community.

In supporting sales improvement efforts, it is essential to understand a comprehensive marketing management strategy as a theoretical foundation [1]. An effective marketing strategy involves integrated planning, encompassing consumer targeting, marketing cost management, the utilization of information technology, **and the application of the 4Ps marketing mix (product, price, place, and promotion)** [2]. This strategy aims not only to reach prospective consumers but also to foster customer loyalty and enhance the operational efficiency of distribution.

Table 1. Sales Decline in 2024 Compared to the Previous Year

No	Store Name	Sales Decline (%)
1	UD. Berkah Tani	6.75%
2	UD. Karya Mulya	13.40%
3	UD. Margo Tani Mulyo	11.05%
4	UD. Putera Makmur	9.20%
5	UD. Kurnia Jaya	3.95%
6	UD. Usaha Tani	4.88%
7	UD. Makmur	2.63%
8	UD. Rahayu	12.74%
9	UD. Teguh Mulia	8.97%
10	UD. Putra Rahayu	10.89%
11	UD. Naura Talita	2.14%
12	UD. Sumber Mulia	14.52%
13	UD. Tani Sejahtera	11.76%
14	UD. Atha Jaya	4.44%
15	UD. Tani Makmur	5.38%
16	UD. Kayla Jaya	4.12%
17	UD. Tani Mulyo	7.43%

PT. Ojo Lamban Bojonegoro is a company engaged in the distribution of fertilizers to farmers and business partners in Bojonegoro and surrounding areas. This study specifically focuses on the subsidized fertilizer distribution areas in two districts, Ngasem and Kedewan,

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which represent the company's core operational territory. Distribution in these areas is carried out through official kiosks appointed as partners to channel subsidized fertilizers to farmers. The fertilizers examined in this study include Urea, NPK Phonska, and subsidized organic fertilizers, which constitute the main types allocated to farmers in both districts. Within its operational framework, the company plays a vital role in ensuring the continuity of fertilizer supply, thereby supporting agricultural productivity within the local community. Despite its significant contribution to agricultural activities, PT. Ojo Lamban

Bojonegoro faces various operational challenges that potentially undermine its sales stability. Key constraints include crop failures, logistical barriers in fertilizer distribution, and irregular payment practices from partners or customers. Collectively, these factors directly and indirectly affect distribution effectiveness and sales performance, particularly in the context of subsidized fertilizers, which are highly dependent on the dynamics of production and consumption at the farm level.

One of the most critical factors is crop failure, a condition where agricultural output significantly decreases or fails altogether due to natural or human-induced disruptions [3]. Such circumstances strongly affect fertilizer demand, as farmers experiencing crop loss tend to delay purchasing agricultural inputs for subsequent planting seasons. The main causes of crop failure include natural disasters such as drought, floods, pest infestations, plant diseases, and extreme climatic variability [4]. In addition to environmental and climatic factors, crop failure is exacerbated by the limited application of appropriate agricultural methodologies at the farmer level. Restricted access to vital agricultural inputs such as fertilizers and high-quality seeds, as well as inadequate land management and irrigation practices, significantly hinder productivity [5]. Furthermore, the inability of farmers to adopt modern agricultural technologies increases the risk of crop loss, ultimately disrupting the entire production and distribution chain, including fertilizer absorption [6].

In terms of fertilizer distribution, crop failure directly impacts demand, as farmers often postpone or reduce fertilizer acquisition in response to their financial difficulties [7]. This situation not only disrupts supply chains but also negatively affects the sales performance of fertilizer distributors, such as PT. Ojo Lamban Bojonegoro. Hence, understanding the complexities of crop failure is essential for developing adaptive distribution strategies and regulatory frameworks aimed at mitigating its economic consequences [8]. Logistical barriers such as delivery delays and limited infrastructure reduce customer satisfaction and undermine the company's market credibility [9]. Similarly, irregular payment practices by partners or farmers—whether due to financial constraints or administrative challenges—threaten cash flow stability and disrupt the company's overall business cycle [10].

Distribution thus becomes a critical component of the agricultural supply chain, ensuring that products are delivered from producers or distributors to end-users in a timely and targeted manner [11]. PT. Ojo Lamban Bojonegoro fulfills this role by distributing three main subsidized fertilizers—Urea, NPK Phonska, and organic fertilizers—to official kiosks across Ngasem and Kedewan Districts, according to farmer allocation quotas set by the government. Fertilizer distribution encompasses not only the physical logistics from warehouses to kiosks but also strategic planning, inventory management, region-based allocation systems, and strict compliance with government regulations on subsidized fertilizer distribution [12]. Efficient distribution performance is crucial for ensuring supply continuity

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amidst complex agricultural dynamics [13]. The effectiveness of these operations significantly affects the timely delivery of fertilizers to farmers, particularly given the time-sensitive nature of planting schedules [14]. Disruptions—whether caused by transportation delays, poor road infrastructure, or bureaucratic hurdles such as delayed issuance of required documentation—can result in late supply at the retail level, negatively affecting fertilizer application on farms [15]. Such disruptions not only decrease agricultural productivity but also damage the distributor's reputation and sales performance [16].

Payment is another crucial element in the distribution business cycle, particularly in the fertilizer sector, as it connects sales performance with the company's financial viability [17]. At PT. Ojo Lamban Bojonegoro, transactions are carried out either in cash or through credit/installment arrangements. A continuous payment flow is vital to maintaining company liquidity, which in turn influences its capacity to sustain inventory levels, finance logistics operations, and conduct daily business activities [18]. However, payments from partners or farmers often face disruptions [19]. Certain kiosks experience delays due to reduced fertilizer procurement by farmers, which can be linked to postponed planting, crop failures, or local economic constraints. Such uncertainties may create negative debt, directly impacting distributor liquidity and hindering subsequent distribution cycles [20].

To mitigate these risks, it is essential for the company to establish a strong internal regulatory framework that includes partner creditworthiness assessments, credit limits, and payment deadlines adjusted to planting and harvesting schedules in the distribution regions [21]. Payments extend beyond financial transactions; they serve as significant indicators of the vitality of business relationships between distributors and their partners [22]. Consequently, a comprehensive understanding of payment dynamics is critical for formulating strategies that aim to improve sales and minimize risks in fertilizer distribution [23].

Regulation refers to a set of rules, policies, or control mechanisms formulated either by company management or government institutions to ensure orderly, efficient, and goal-oriented business operations [24]. In fertilizer distribution, regulation functions as a strategic

instrument governing the entire process from allocation planning, distribution, supervision, to reporting of both subsidized and non-subsidized fertilizers [25]. The government plays a strategic role in addressing and managing these challenges through both internal and external regulatory frameworks [26]. Internal regulations may include flexible distribution policies, phased payment schemes, and adaptive Standard Operating Procedures (SOPs) to field conditions [27]. External regulations, such as fertilizer subsidy programs, national food security strategies, and monitoring by relevant institutions, create a more stable and conducive distribution environment [28]. With proper regulation, companies can establish a more organized and responsive system aligned with agricultural market dynamics. Accordingly, it is essential to analyze the extent to which these factors influence sales growth, and how regulation mediates these relationships, enabling the company to develop more effective and sustainable distribution and sales strategies. This study, therefore, aims to provide a comprehensive understanding of how external factors—namely crop failures, logistical barriers, and irregular payments—affect sales growth at PT. Ojo Lamban Bojonegoro, particularly in Ngasem and Kedewan Districts. Additionally, it seeks to assess the role of regulation as an intervening variable in managing and stabilizing these effects. Through a systematic scientific approach and data analysis, the study is expected to provide both an

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academic foundation and practical insights for the company to formulate more responsive, adaptive, and data-driven internal policies.

The findings of this study are expected to offer strategic recommendations for policymakers—both within the company and government agencies—in designing more efficient, transparent, and sustainable fertilizer distribution systems. This research not only addresses theoretical questions but also contributes to strengthening the resilience of the fertilizer distribution sector amid dynamic and uncertain agricultural conditions. Ultimately, the study aims to foster a more stable and productive agricultural distribution ecosystem that benefits farmers, business partners, and national food security.

This study is also linked to the Sustainable Development Goals (SDGs), particularly Goal 8, which focuses on promoting inclusive and sustainable economic growth and ensuring decent work for all [29]. The research is directly relevant to subsidized fertilizer distribution in the agricultural sector, which serves as a backbone of regional economic development. By analyzing the factors affecting sales growth and distribution stability, this study contributes to improving the efficiency and sustainability of fertilizer supply chains, thereby enhancing farmer productivity, income, and the continuity of employment among kiosks and operational workers. Through improved distribution governance and adaptive regulations, this research also promotes the creation of a healthy, stable, and competitive business ecosystem at the local level, aligned with SDG 8 objectives.

Figure 1. Conceptual Framework

Hypotheses:

- H1 : Crop failure significantly affects the increase in sales.
- H2 : Distribution significantly affects the increase in sales.
- H3 : Payment significantly affects the increase in sales.
- H4 : Crop failure through regulation significantly affects the increase in sales.
- H5 : Distribution through regulation significantly affects the increase in sales.
- H6 : Payment through regulation significantly affects the increase in sales.
- H7 : Regulation significantly affects the increase in sales.

RESEARCH METHOD

This study employs a quantitative approach as it aims to objectively measure the effects of independent variables—namely crop failure, distribution barriers, and payment

Gagal Panen

(X1)

Regulasi

(Z)

Distribusi

(X1)

Pembayaran

(X3)

Peningkatan

Penjualan

(Y)

H4

H5

irregularities—on the dependent variable, namely the increase in subsidized fertilizer sales, while considering regulation as an intervening variable. The quantitative approach **is a research method that** objectively measures social or business phenomena using numerical data and statistical analysis. In this approach, researchers collect data through standardized instruments such as questionnaires, surveys, or quantitative documents. The data are then analyzed using mathematical and statistical methods to test hypotheses, explain relationships among variables, and make predictions based on identified patterns [30].

This approach is deductive in nature, beginning with a theoretical framework that is empirically tested with field data. Its purpose is to obtain results that are generalizable, measurable, and replicable [43]. Therefore, the quantitative approach is often used to examine causal relationships, effects, or levels of correlation among predetermined variables. It was chosen for this study because it is appropriate for addressing causality-based research questions and requires measurable statistical analysis. Through this method, researchers can empirically test relationships among variables based on numerical data obtained from reliable sources.

Data collection was conducted primarily from the company under study, PT. Ojo Lamban Bojonegoro. The data included operational records of subsidized fertilizer distribution (Urea, Phonska, and organic), allocation and realization data of fertilizer delivery to kiosks in Ngasem and Kedewan sub-districts, as well as records of partner payment transactions. In addition, data collection was complemented with questionnaires or structured interviews with internal company stakeholders to enhance accuracy and contextual relevance.

The research subjects in this study are the operational distribution system of subsidized fertilizers managed by PT. Ojo Lamban Bojonegoro, specifically the official kiosks that serve as the final distribution points in Ngasem and Kedewan sub-districts. Meanwhile, the research objects include the variables under investigation: crop failure, distribution barriers, payment irregularities, regulation (as an intervening variable), and sales improvement.

Data analysis was carried out using statistical techniques such as multiple linear regression or path analysis to identify both direct and indirect relationships among variables.

Validity and reliability tests of the data collection instruments were conducted prior to analysis to ensure the quality of the research results [46]. **Additionally, classical assumption tests such as normality, multicollinearity, and heteroscedasticity were performed** to ensure that the statistical models employed are valid and scientifically interpretable.

The population of this study consists of all official kiosk partners that receive subsidized fertilizer distribution from PT. Ojo Lamban Bojonegoro, specifically within Ngasem and Kedewan sub-districts. According to company data, there are 17 active kiosks in these two sub-districts. To obtain a proportional representation from each kiosk, the researcher selected 10 respondents per kiosk, including kiosk representatives, farmer groups (Poktan), and farmer group associations (Gapoktan) directly involved in the distribution and transaction of subsidized fertilizers.

Thus, the total number of respondents in this study is 170 individuals (17 kiosks × 10 respondents per kiosk). This sample size is considered sufficiently representative to provide a comprehensive overview of the perceptions and experiences of stakeholders directly engaged in the fertilizer distribution chain, particularly with regard to the studied variables: crop failure, distribution, payment, regulation, and sales improvement. Respondents were selected

purposely based on their active involvement in fertilizer distribution and consumption activities in their respective regions.

RESULTS AND DISCUSSION

Data Description

Sales data for 2024 indicate an average decline of 7.90%, with the lowest decrease recorded at 2.14% and the highest at 14.52%. Six kiosks experienced a sales drop of more than 10%, while another six recorded a decline of less than 5%. These findings highlight the presence of varying conditions that require further explanation through the factors of crop failure, distribution, payment, and regulation.

Instrument Testing

The validity test results show that all questionnaire items have a loading factor > 0.70 and are statistically significant. The AVE values for each construct range from 0.54 to 0.67,

Cronbach's Alpha values range between 0.76 and 0.83, and Composite Reliability values range between 0.81 and 0.88. Therefore, the research instrument is considered valid and reliable.

Structural Model Testing

The R2 value for the variable Regulation is 0.42, while the value for Sales Improvement is 0.58 (Adjusted R2 = 0.56). All VIF values are < 3.00, indicating no multicollinearity issues. The Q2 value = 0.37 > 0, confirming that the model has good predictive relevance.

Direct Effects

H1: Crop Failure has a negative effect on Sales Improvement ($\beta = -0.312$; $t = 3.215$; $p = 0.002$). Higher levels of crop failure lead to decreased fertilizer sales.
H2: Distribution has a positive effect on Sales Improvement ($\beta = 0.421$; $t = 4.876$; $p = 0.000$). Accurate and smooth delivery supports increased sales.
H3: Payment has a positive effect on Sales Improvement ($\beta = 0.287$; $t = 2.945$; $p = 0.004$). Regular payment strengthens company cash flow and enhances the sales cycle.

Indirect Effects

H4: Crop Failure affects Sales Improvement through Regulation ($\beta_{ind} = -0.105$; $t = 2.112$; $p = 0.035$). Adaptive regulation can mitigate the negative impact of crop failure.
H5: Distribution affects Sales Improvement through Regulation ($\beta_{ind} = 0.163$; $t = 2.764$; $p = 0.006$). Effective regulation strengthens the influence of distribution on sales.
H6: Payment affects Sales Improvement through Regulation ($\beta_{ind} = 0.121$; $t = 2.331$; $p = 0.021$). Regulatory policies in determining payment schemes channel the effect of payment regularity on sales improvement.

Effect of Regulation

H7: Regulation has a positive effect on Sales Improvement ($\beta = 0.354$; $t = 4.221$; $p = 0.000$). Regulation serves as a determining factor in aligning allocation, distribution, and payment, thereby increasing sales.

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Table 2. Summary of Hypothesis Testing

Code Path of Relationship

Coefficient

(β)

t-

statistic

p-

value

Description

H1

Crop Failure has a positive and significant effect on the increase in sales value

-0,312 3,215 0,002

Significant,

negative effect

H2

Distribution has a positive and significant effect on increased sales

0,421 4,876 0,000

Significant,

positive effect

H3

Payment has a positive and significant effect on sales improvement

0,287 2,945 0,004

Significant,

positive effect

H4

Crop failure has a positive and significant effect on regulation

-0,105 2,112 0,035

Significant,
partial
mediation
H5
Distribution **has a
positive and significant
effect on** regulation
0,163 2,764 0,006
Significant,
partial
mediation
H6
Payment **has a positive
and significant effect on**
regulation
0,121 2,331 0,021
Significant,
partial
mediation
H7
Regulation **has a
positive and significant
effect on** sales
improvement
0,354 4,221 0,000
Significant,
positive effect

The results of the hypothesis test in Table 2 indicate that all proposed paths in the research model are significant. The variable Crop Failure negatively affects sales improvement (H1), confirming that as the intensity of crop failure increases, the demand for fertilizer decreases because farmers tend to postpone purchasing inputs. Conversely, the variables Distribution (H2) and Payment (H3) show positive effects, demonstrating that timely delivery and disciplined payment serve as key drivers maintaining smooth sales. Furthermore, the role of Regulation as a mediating variable (H4–H6) is significant in channeling the effects of crop failure, distribution, and payment on sales. Adaptive regulation can mitigate the negative impact of crop failure while reinforcing the positive effects of distribution and payment. The direct path of Regulation on Sales Improvement (H7) is also

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positively significant, emphasizing that consistent and targeted policies can serve as a main lever for the stability of subsidized fertilizer sales.

To clarify the analysis, the relationships among variables in this study are presented in a path diagram. The diagram illustrates both the direction and strength of each variable's influence, including direct effects and indirect effects through the mediating variable, Regulation. Arrows marked with a negative sign indicate inverse relationships, whereas arrows with a positive sign indicate direct relationships. The path coefficient values displayed in the diagram further support the hypothesis test results as shown in Table 2.

Figure 2. Research Path Diagram

ased on the path diagram above, it can be explained that both internal and external factors interact in a complex manner to influence the improvement of subsidized fertilizer sales. The negative impact of crop failure can be mitigated through adaptive regulation, while distribution and payment serve as the main driving forces, further strengthened by the presence of regulation. Thus, regulation functions not merely as a technical rule but also as a strategic instrument that maintains stability while promoting sustainable sales. These findings provide an essential basis for drawing research conclusions and offering practical recommendations for managing fertilizer distribution in the future.

The results indicate that the decline in subsidized fertilizer sales in the Ngasem and Kedewan areas cannot be viewed from a single factor alone. Rather, it is the cumulative effect of crop failure, distribution, and payment, reinforced by the presence of regulation.

The Impact of Crop Failure on Sales

The phenomenon of crop failure remains a tangible threat in the agricultural sector, particularly in regions reliant on staple crops. Bojonegoro, as one of East Java's agricultural

hubs, is no exception to this risk. The findings of this study indicate that crop failure has a significant negative effect on the improvement of subsidized fertilizer sales. This is clearly reflected in the negative path coefficient ($\beta = -0.312$; $p = 0.002$), showing that the higher the intensity of crop failure, the lower the sales of subsidized fertilizer at the kiosks. These findings are not merely statistical figures but a real reflection of how agronomic shocks can erode the market dynamics of agricultural inputs.

Crop failure can be caused by various factors, ranging from natural disasters such as floods and droughts, pest and disease attacks, to technical factors like improper fertilization or land management. In Bojonegoro, this phenomenon is often associated with unpredictable climate patterns and land susceptibility to seasonal droughts. Farmers experiencing crop failure usually face a double loss: the loss of harvest and the impediment to preparing their land for the next planting season. Under these conditions, demand for fertilizers sharply declines. Farmers tend to postpone purchases, reduce usage doses, or even switch to cheaper alternative fertilizers. This explains why the decline in subsidized fertilizer sales in some kiosks can exceed 10%. For instance, kiosks such as Sumber Mulia and Karya Mulya recorded decreases of 14.52% and 13.40%, respectively. These figures illustrate real vulnerabilities at the field level.

From an agricultural economics perspective, the relationship between crop yield and input demand can be explained through the production cycle theory [31]. According to this theory, farmers increase the use of inputs (fertilizer, seeds, pesticides) when they expect good yields and promising profits. Conversely, when they experience losses due to crop failure, their financial capacity to purchase inputs declines. In other words, fertilizer demand is income-elastic relative to the farmer's revenue.

Sociologically, crop failure affects not only economic aspects but also psychological and social dimensions. Farmers who lose crops tend to adopt a more conservative approach in production decisions. They may delay investments in inputs, opt for more cost-effective farming methods, or, in some cases, temporarily cease farming activities. Such collective behavior contributes to the decline in fertilizer sales at the kiosk level.

The findings of this study confirm that crop failure is a crucial variable that cannot be ignored in fertilizer distribution management. The negative coefficient of -0.312 indicates that any increase in crop failure intensity has a tangible impact on the decline of subsidized fertilizer sales. In other words, even when distribution runs smoothly and payment mechanisms are orderly, when farmers experience significant losses, fertilizer demand remains suppressed. This aligns with previous studies in various agrarian regions of Indonesia, which found that decreases in crop yields correspond to reduced input demand. For example, research in the rice-producing areas of Indramayu demonstrated that seasonal droughts drastically reduced the demand for Urea and NPK fertilizers.

These findings reinforce the argument that the subsidized fertilizer market is influenced not only by technical distribution factors or regulation but also significantly by ecological dynamics and agronomic risks. Therefore, understanding the context of crop failure is critical for both distribution companies and the government in designing effective policy strategies.

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The negative impact of crop failure carries several practical implications. First, companies need to prepare contingency mechanisms, such as adjusting sales targets in affected regions. Rather than enforcing uniform targets, flexibility is necessary to prevent kiosks from being burdened with excess stock. Second, coordination with the government is essential to implement fertilizer aid programs or special incentives for farmers experiencing crop failure. This step can maintain farmer loyalty while preventing a steeper decline in sales. Third, product diversification is an important strategy. For instance, offering organic fertilizers or other lower-cost supporting products as alternatives for affected farmers allows companies to maintain cash flow even when subsidized fertilizer sales volume decreases. Fourth, intensive communication with kiosks and farmers should be strengthened. By understanding the actual needs on the ground, companies can adjust distribution to avoid stock accumulation.

However, the impact of crop failure is not always linear. Occasionally, farmers who experience losses may increase fertilizer usage in the following season as a compensatory measure to achieve better yields. This phenomenon, known as compensatory behavior, is relatively rare among smallholder farmers with limited capital. Therefore, further research is needed to explore the dynamics of farmer behavior following crop failure.

Distribution is the lifeblood of the subsidized fertilizer supply chain. Without an effective distribution mechanism, the availability of fertilizer at kiosks will never align with farmers' needs in the field. **The findings of this study indicate that distribution has a positive and significant effect on** increasing fertilizer sales, with a coefficient value of $\beta = 0.421$; $t = 4.876$; $p = 0.000$. This figure confirms that the better the distribution channels managed by PT. Ojo Lamban Bojonegoro, the higher the fertilizer sales that can be achieved. This finding not only demonstrates a causal relationship but also provides tangible evidence that distribution is a key determinant of successful marketing strategies in the agricultural sector. Distribution is not merely about moving goods from warehouses to kiosks; it encompasses a series of logistical activities ranging from shipment planning, fleet management, scheduling, to stock monitoring. In supply chain theory, distribution is positioned as the meeting point between producers and end consumers. In the subsidized fertilizer sector, the end consumers are farmers, whose activities are highly dictated by planting cycles. Therefore, even minor delays in distribution can result in lost sales opportunities, as farmers may seek alternatives or reduce fertilizer usage. The finding that distribution positively affects sales emphasizes the importance of logistical efficiency in Bojonegoro. Some kiosks with relatively low sales declines, such as Naura Talita (2.14%) and Makmur (2.63%), are located in areas with easier transportation access. In contrast, kiosks with significant declines, like Sumber Mulia and Karya Mulya, are located farther from the distribution warehouse. This demonstrates a correlation between the quality of distribution and sales stability. It also illustrates that declines in sales are not solely caused by crop failure but are closely related to distribution. Even when farmers have the capital to purchase fertilizer, delays in distribution can become a barrier. Thus, efficient distribution can minimize the negative impact of other external factors.

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From a global perspective, FAO (Food and Agriculture Organization) reports [32] highlight that inefficient distribution of agricultural inputs often becomes a primary cause of food supply instability in developing countries. Indonesia, as an agrarian nation, is no exception to this phenomenon. Therefore, the findings from Bojonegoro provide additional empirical evidence that distribution is indeed a crucial variable in maintaining fertilizer sales. The distribution of subsidized fertilizer in Bojonegoro faces several challenges. First, uneven road infrastructure results in variable delivery times; in areas with poor road access, fertilizer shipments are often delayed. Second, limited transport fleets exacerbate the situation, as the number of available vehicles does not always match demand volumes, especially during peak planting seasons. Third, weather conditions pose constraints; prolonged heavy rain can disrupt delivery schedules and even damage fertilizer if not properly stored. Fourth, manual administrative systems at some points slow down the delivery process; for example, delays in verifying distribution documents can postpone shipping schedules. Fifth, coordination between warehouses, kiosks, and farmers is often unsynchronized. Information about fertilizer needs in the field is not always promptly communicated to the distribution team, resulting in mismatches between warehouse stocks and actual demand.

The Importance of Payment Regularity

Payment regularity is one of the main pillars in maintaining the smooth cycle of subsidized fertilizer distribution. This study **shows that payment has a positive and significant effect on** sales improvement, **with a coefficient value of** $\beta = 0.287$; $t = 2.945$; $p = 0.004$. This means that the more regular and smooth the payment system from kiosks to distributors, and from farmers to kiosks, the greater the opportunity for increased fertilizer sales in the Ngasem and Kedewan regions. This finding confirms that financial factors cannot be separated from fertilizer market dynamics, as liquidity acts as the driving force that allows distribution to run efficiently.

In the subsidized fertilizer supply chain, the flow of goods is closely tied to the flow of money. Kiosks receive fertilizer from distributors according to a payment scheme, then sell it to farmers. When payments are timely, distributors have sufficient working capital to replenish stock, and the sales cycle can continue without disruption. Conversely, delays or noncompliance in payments disrupt cash flow, hinder distribution, and ultimately reduce sales volume.

The study results indicate that payment regularity contributes positively to sales improvement. The positive coefficient of 0.287 shows that the more disciplined the payments, the higher the sales that can be achieved. This is logical, as distributors can ensure stock availability without worrying about working capital shortages. Smooth payments reduce the risk of arrears and increase trust between parties. This also explains why some kiosks in the study area managed to maintain relatively low declines in sales. Kiosks with a good payment track record receive priority in distribution, keeping their stock relatively safe even when field conditions are challenging. Conversely, kiosks with frequent delayed payments face obstacles

in obtaining supplies, ultimately depressing their sales.

Practical implications of the importance of payment regularity include the need for a more structured payment system, such as through transaction digitalization. Mobile-based applications can record each payment, send reminders for due dates, and provide automatic

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notifications. Distributors can also implement incentive schemes for timely-paying kiosks, such as prioritizing supply or offering discounts. Additionally, collaboration with financial institutions to provide microcredit facilities for farmers can ensure that farmers can purchase fertilizer despite limited capital, and kiosks can receive payments on time. Strengthening payment monitoring functions is also critical; regular audits and evaluation of kiosk payment records can help identify potential risks early.

Regulation as a Mediating Variable

Regulation in the subsidized fertilizer distribution system functions not only as an administrative instrument but also plays a strategic role in channeling the influence of key factors on sales. This study shows that regulation has a positive effect on sales improvement ($\beta = 0.354$; $t = 4.221$; $p = 0.000$) and serves as a mediator in the relationship between crop failure, distribution, payment, and sales. This indicates that regulation can either strengthen or mitigate the impact of other variables, making it an enabler that determines the stability of the subsidized fertilizer market.

In Indonesia, subsidized fertilizer regulation has traditionally served as a mechanism to guarantee availability at affordable prices for farmers. Regulations cover the allocation of fertilizer based on the Definitive Group Needs Plan (RDKK), tiered distribution mechanisms, and oversight to ensure proper targeting. However, in practice, regulation extends beyond formal aspects and influences market dynamics. For instance, when crop failure occurs, regulation can provide flexibility through relaxed allocation requirements or adjusted distribution quantities. Conversely, rigid regulations can burden kiosks with unsold stock. In distribution, regulations regarding minimum service standards can encourage more timely deliveries. Regarding payment, regulations on credit terms or protection for kiosks against farmer arrears help maintain cash flow.

The study confirms that regulation acts significantly as a mediator. On the path from crop failure to sales, the indirect coefficient shows a negative value ($\beta_{\text{ind}} = -0.105$; $p = 0.035$), indicating that adaptive regulation can mitigate the adverse effects of crop failure. Regulation allows for adjustments in distribution and payment schemes to prevent sales from falling too sharply. For the path from distribution to sales, the mediating effect of regulation is significant with a positive coefficient ($\beta_{\text{ind}} = 0.163$; $p = 0.006$), meaning that good distribution will have a more optimal effect on sales when supported by clear regulations, such as delivery standards, stock monitoring, or prioritized distribution during planting seasons. Similarly, on the path from payment to sales, regulation channels the positive effect of payment with a coefficient of $\beta_{\text{ind}} = 0.121$; $p = 0.021$. In this case, regulation enforces payment discipline, protects kiosks from arrears risks, and provides a framework for distributors to manage credit. In other words, regulation strengthens the impact of payment regularity on sales improvement. These findings enrich empirical evidence that regulation functions as a mediating variable that channels the influence of agronomic, logistical, and financial factors on the subsidized fertilizer market.

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Practical Implications

The findings regarding the influence of crop failure, distribution, payment, and regulation on subsidized fertilizer sales carry important practical implications. These implications are relevant not only for distributors like PT. Ojo Lamban Bojonegoro but also for retail kiosks, farmers as end users, and the government as a regulator. By understanding these practical implications, stakeholders can design more effective strategies to maintain stability and increase sales of subsidized fertilizer amid field dynamics.

For distributors, the results show that fertilizer sales are highly vulnerable to external factors such as crop failure. Therefore, companies need contingency mechanisms to maintain sales performance despite disruptions. These mechanisms may include adjusting sales targets in affected areas, product diversification, and incentive programs for kiosks operating in high crop-failure zones. Distribution, proven to have a positive effect on sales, implies that companies must strengthen logistics systems by expanding fleets, optimizing delivery routes, and utilizing information technology for real-time tracking. These steps increase efficiency and reduce delays that could disrupt farmers' planting cycles.

Regarding payments, companies can tighten cash flow supervision by implementing digital payment systems, which minimize delays and increase transparency. Collaboration

with financial institutions to provide microcredit schemes for kiosks ensures timely payments even when farmers face limited capital. Kiosks, as the frontline of distribution, play a vital role in maintaining smooth sales. The study shows that regular payments from kiosks to distributors positively affect sales. Practically, kiosks must manage cash flow and payments more diligently, such as limiting credit sales to farmers and implementing structured payment systems. Kiosks that maintain a reputation as reliable partners receive distribution priority, evidenced by lower sales declines compared to other kiosks.

For farmers, payment regularity ensures continuous access to subsidized fertilizer. Delayed payments disrupt supply to kiosks, ultimately harming farmers themselves. Therefore, farmers need to improve discipline in fulfilling payment obligations and understand the distribution cycle and subsidy regulations. Knowledge allows farmers to plan fertilizer needs according to the distribution schedule, avoiding emergency dependence. Farmers can also leverage microcredit or government assistance to ensure uninterrupted payments. Forming solid farmer groups is also encouraged, allowing collective planning, payment, and risk-sharing for crop failure.

The study confirms that regulation plays a significant mediating role. Practically, the government should design more adaptive and responsive regulations. For instance, during crop failures, the government can adjust fertilizer allocations or relax payment requirements for affected farmers. For distribution, minimum service standards can ensure timely delivery. Oversight should prevent misuse, such as stockpiling or off-target distribution. Regarding payments, regulation can provide structured credit schemes involving microfinance institutions, reducing risk for kiosks while enabling farmers with limited capital to access fertilizer.

The most important practical implication is the need for stakeholder synergy. Distributors cannot operate effectively without the support of kiosks, farmers, and the government. Conversely, kiosks require supportive policies from the government and trust from farmers. This synergy can be realized through regular communication forums between

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distributors, kiosks, farmer groups, and local government. Such forums serve to discuss challenges, find joint solutions, and develop long-term strategies. With this synergy, crop failure risks can be mitigated, distribution strengthened, payments regularized, and regulations made more effective.

CONCLUSIONS

This study reveals that the decline in subsidized fertilizer sales in the Ngasem and Kedewan areas of Bojonegoro is not the result of a single factor, but rather the outcome of a complex interaction among crop failure, distribution, payment, and regulation. Crop failure has been shown to have a significant negative impact on sales, reflecting the vulnerability of the fertilizer market to fluctuations in agricultural output. Conversely, smooth distribution and regular payment practices strengthen sales growth, highlighting the importance of logistical efficiency and financial discipline within the supply chain.

Regulation emerges as a key factor mediating the influence of these three variables. Adaptive rules can mitigate the negative impact of crop failure, while clear and consistent regulations enhance the positive effects of distribution and payment. Thus, regulation functions not merely as an administrative instrument but as a strategic mechanism that connects agronomic, logistical, and financial dynamics within a coherent policy framework. The findings underscore that maintaining the stability of subsidized fertilizer sales requires the synergy of all stakeholders. Distributors need to improve distribution efficiency and payment management, kiosks must act with discipline and understand farmers' needs, farmers are required to be more orderly in payments and fertilizer planning, and the government is obliged to design regulations that are both adaptive and accountable. This synergy ensures that subsidized fertilizer not only reaches its intended recipients but also supports the sustainability of the agricultural system amid the various risks that continually loom.

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