

Japan's agriculture has possibility of rapid progress
~The relationship between leader and follower in exporting
agricultural products~

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Abstract

As free trade is beginning to advance, it is estimated Japanese agriculture needs overseas markets instead of the alternative which is the impending problem of shrinking domestic markets. However, because Japanese agriculture as a whole has less experience this new exporting process to succeed. The agricultural products corporation(APC) is a suitable leader for this project based on previous research. The aim of the study is to reveal the relationship between leaders and followers in order for them to work together better to successfully export. To find the balance in this relationship we conducted a survey of both the APC and partner farmers. The conclusion we reached from the survey was that the type of exporting leader used for this approach should be one who is able to transforming leader this exporting situation.

Keywords : Agriculture, Export, Leadership, Transforming leadership,

Agricultural Production Corporation

Word Count : 7877words

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1.0BACKGROUND

Many Japanese industries are perceived to be strong, active, and competitive in the global market, but agriculture is usually considered an exception. For years, the farm sector has sought protection from international competition, subsidies, and favorable government treatment, and it has been largely successful in getting them until now.

However, signing the TPP (Trans-Pacific Partnership) as an opportunity, Japanese agriculture need to be reformed.

Japanese agriculture has many problems at present. First of all, the domestic food market has been shrinking because the population of Japan peaked in 2010 and started to decrease after that. Accordingly, domestic demand of food also has declined significantly. Secondly, imported low-priced agricultural products will impact on the shrinking domestic market because the EPA (Economic Partnership Agreement)/the FTA (Free Trade Agreement) and the TPP (Trans-Pacific Partnership) promote free trade and increase import.

On the other hand, there is a domestic situation surrounding agriculture, in the world especially Asian developing countries are growing population and economy. Food market all over the world in 2020 is projected 680 trillion yen, double from 340 trillion

yen in 2009.

Based on the background, Japanese government is making policy and system that fostering export. Japanese agricultural position is changing from conservatism to competitive agriculture, but the amount of exported Japanese agricultural products was around 360 billion yen in 2014. It's under 5% of Japanese gross product. Japanese agriculture has various problems that cause the low number of export.

One of the problems is 48% of Japanese farms are small-scale. Their sales amount is under one million yen because of the policy that is implemented by the General Headquarters (GHQ) after WW II . Japanese agriculture is subject to agricultural policy. The real problem of Japanese agricultural policy is to remain overwhelming number of small-scale farm up to the present time (Kubota 2015). The Number of farmer's house in japan is around 1.4 million, but farmer's house sales amount over ten million is only 7% of total and that 7% farm's house produce 60% of sales amount of agricultural produce in Japan.

In other developed countries, as growing economy, number of farmers has decreased and large-scale farming enterprises are possible because of the consolidation

of farmland. However, in Japan the increasing sophisticated industrial structure doesn't function well because of agricultural policy. For the reason overwhelming number of small-scale farmers remains the same and farmland can't be consolidated. Particularly Land reform is associated with small-scale farmers.

A lot of small-scale farmers was born by land reform. Land reform was carried by GHQ in 1946. Because of the increase in small-scale farming, Japan Agricultural cooperatives (JA) was launched. Small-scale farmers can't distribute themselves. Instead JA collect and distribute agricultural products. And they become Japanese agriculture leaders as they assumed the role of distributors.

Until now, farmers have only to produce under the leader named JA. Currently, however JA can't become the export leader. That is why they don't have extensive authority because of increasing part time-farmers, old farmers and independent farmers from JA (Kishigami 2005). JA have various ideas about export from region to region. Therefore.

Almost all Japanese farms are still small-scale and it is difficult for a small-scale farm to export. In order to do export more Japanese agricultural products to abroad, Japanese agriculture need exporting leader. This leader unites small-scale farms and develop a

market at other countries.

According to Ono, agricultural Production Corporation (APC) is appropriate for export leader. (Ono,2015) According to the association of nonprofit foundation Japan agricultural corporation, APC is “corporation acquire agriculture land to run a farm”. And this corporation is separated five types. It is stock company, unlimited partnership, a limited partnership, agricultural producers' cooperative corporation. APC has three advantages. First advantage is improvement of business management. Second advantage is improvement of external credibility. Also the third advantage is securing and raising human resources. Utilizing these advantage prompt expanded production scale, diversification of business by using deadwood that learn know-how from different industry, increasing management efficiency. That is way APCs are able to become leader of export.

Therefore, our research objective is find out APC's leadership and relationship between APCs and partner farmers who united by APCs.

2.0 METHODOLOGY

2.1.1 Literature review (leadership theory)

In this section, we reviewed some types of leadership. Because we consider that Japanese agriculture needs the new leadership role of changing conventional market structure and promoting export. In addition, this study's leader type for exporting Japanese agriculture decided "transforming leadership". Because we consider export structure of Japanese agriculture that is "organization of large-scale farmer gather small-scale farmers to want export agriculture product". Organization of collecting small-scale farmers will change conventional market structure. In addition, this organization in order to aim at export need changing consciousness and behavior of persons. Thus, this study defines "transforming leadership" for changing conventional market structure and promoting export.

Leadership theory's studies are separated three stages. First, it was a study of qualitative theory focusing on the individual's qualities and characteristics of leader. Secondly, in order to bring up leaders, research on action theory which clarify necessary

actions of leaders. Typical study is Management-Grid Theory by Blake & Mouton (1978), and Performance and Maintenance Theory by Migu (1966, 1978), Situational Leadership Theory by Hersey & Blanchard (1977). Recently leadership theory's study is various forms that LMX theory which is leadership making by Dienesch & Liden (1986), Path-Goal Theory on how leaders raise the motivation of followers by House (1971). (Nakamura, 2010)

So Recent leadership can be divided into two types, "transforming leadership" or "transactional leadership." (Azuma, 2005; Burns, 1978)

First, it's "transactional leadership." Azuma argued that "transactional leadership is the type that followers have influence by leader instead of leader give some rewards to followers". (Azuma, 2005, 126) Transactional leadership takes interaction approach and relies on social exchange theory. Regarding this leadership, relationship is built through leader's action is the three stage that "Synchronism, A sense of capability, Recognized as a leader" between leader and followers. In this article, synchronism means that it keeps the norm of a group. A sense of capability means that it contributes positively to the imposed business. Through two stages, followers recognized as a leader.

So interaction relationship which influence each other and to exchange consideration is created. (Ono, 2015)

The presence of “leader member exchange model” as an approach to find the interaction of leader and followers in exchange model of leadership is LMX theory that mean “leader member exchange”. Graen and Uhi-Bien (1991) studied from a viewpoint of how relationship on LMX theory is constructed. This theory is “leadership making”. This theory focused on exchange relationship between leader and followers. Also this relationship comprises three stages stranger, acquaintance, and mature partnership.

Graen and Uhi-Bien (1991,33~34) argued that “the first stage of the leadership-making life cycle, leaders and followers come together as strangers occupying interdependent organizational roles. In this “stranger” stage, interactions between the leader and follower occur on a more formal basis—leaders and followers engage in an immediate and a “cash and carry” exchange. In the second “acquaintance” stage, leaders and followers progress from strangers to acquaintances. In this stage, increased exchanges occur between leaders and followers, and not all exchanges are contractual, Leaders and followers may begin to share greater information and resources, on both a

personal and work level. Finally, in the third stage, the “mature” stage, exchanges between the leader and followers are highly developed. Leaders and followers can count on one another for loyalty and support. In this stage, the amount of incremental influence occurring between leaders and followers is extremely high. Thus from followers’ situation are born organizational citizenship behavior, and followers express their desires to contribute their duty.”

Second, it’s “transforming leadership.” This type came out recently. Transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". The difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. So leadership established two concepts: "transforming leadership" and "transactional leadership".(Burns ,1987)

Azuma (2005,126) argued that “transforming leadership is the type that remark how to lead the organization in the uncertain environment and change follower’s attitude and values”. Thus, leader’s role is to explain for need to reform organization and creating new vision, motivating people to carry out new vision. Finally, organization will reform.

(Tichy&Devanna, 1986) Also, charisma leadership as organization change proses of three stage mention that “present evaluation, setting a vison, achieve a vison”. According to step these proses, organization will change (Conger&kanungo, 1988).

The leader should take action is a need to do to change from environmental changes and their organizations should change how the own organization "setting of direction." Also, after setting direction and vison, it should be “integration of human heart.” Leader infiltrate into vision to people, and they need directing the organization. At that time, it’s important “communication.” It’s very difficult to integrate of human heart. So he focused on excellent transforming leader communicate in diverse ways. (Kotter,1999)

However, Transactional leadership and transforming leadership are not two opposite concepts. Kanai (1988,215) suggested that it is pointed out that resistance to change arises from the perception that all changes are accompanied by exchange, suggesting that change leaders need to exploit interchange relations.

After all, current leadership type is not different. Because the root of the transforming leadership is also “social exchange theory.”

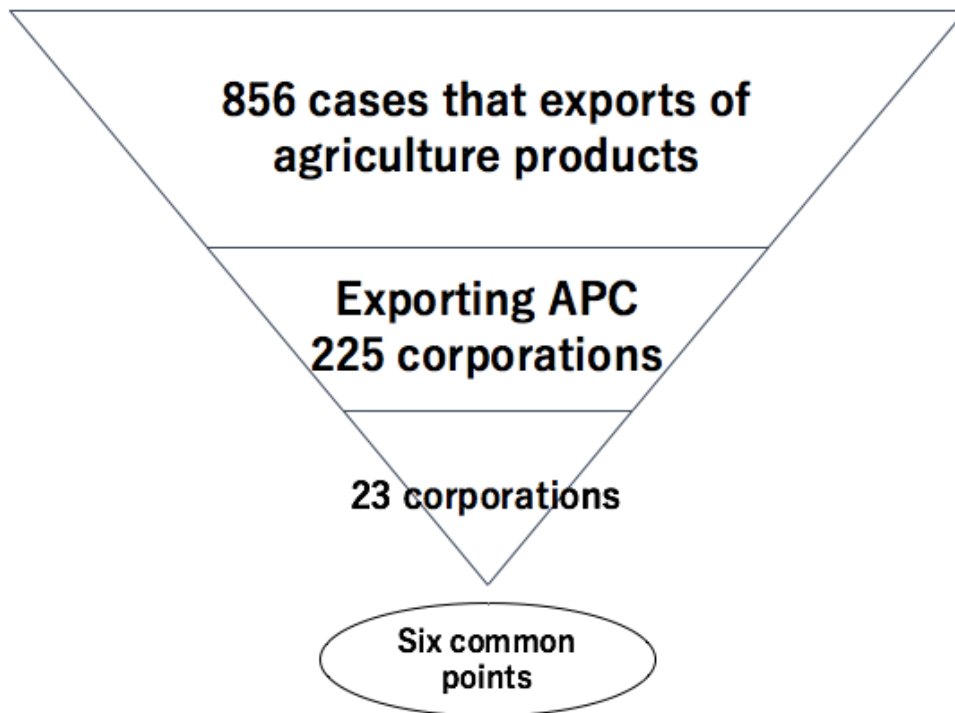
Therefore, this study for exporting of Japanese agricultural products will primary focus on “transforming leadership.”

2.1.2 Company cases in secondly data

In this section, we explained that success case of export of Japanese agricultural products examined and discovered.

As a result of having examined all 856 cases that exports of Japanese agricultural products from "the advanced action case of the member of association of Japanese agricultural corporation" of the website of Ministry of Agriculture, Forestry and Fisheries(MAFF), "cases of exports action " and 185 prior studies (Cinii articles) and documents. We discovered organization structure of farmers who export Japanese agricultural products. This organization structure is APCs. There were 225 cases that exporting APCs corporations. In 225 APCs exporting products, there are 23 cases that the scale is big, works on export continuously and has success. So we examined all 23 success cases that exports of APC. The following is a sampling image structure when we did case studies.

Figure 1 Sampling image structure of case studies



Created by the author

As a result of picking up 23 cases and examining the common points of the characteristics of its corporation closely, we found six points. The following is common success points of success cases that exporting APCs. Now, we define the manager of the APC as "Leader" (CEO).

Figure 2 Common points of success cases that exporting APC

<p>Leader</p>	<ul style="list-style-type: none"> • Leader of APC actively design exporting business by themselves. • APC has prepared clear management philosophy vision and job description.
<p>APC</p>	<ul style="list-style-type: none"> • Diversification of agricultural business is the key to prepare export business. • Successful APC gain trust from small scale farmers. • Successful APC associate develop transaction with different industries. • Leader of APC actively accesses to external sources Japan External Trade Organization (JETRO) and Japan Finance Corporation (JFC) etc.

The characteristics of leader are that they have a clear idea and they take action to gain knowledge related with exporting, the characteristics of exporting APC is

that they are under diversification, and it became clear that they have gain trust from the farmers. From this, in order for the APC to export, the leader actions, ideas and the leadership they give to people around them have an influence. In other words, it depends on the leader actions whether they will be an exportable APC or not.

However, according to association of nonprofit foundation Japan agricultural corporation, only 40 corporations are exporting or have export intentions within all 1830 corporations, there are only few attempting to the export business now.

2.1.3 INTERVIEW

In this section, we conducted a qualitative investigation in agriculture-related institutions and the APCs which export products and dropped provided data into the cord matrix list. We encoded it and conceptualized data. Furthermore, we gathered and categorized a cord into a group of concept with a similar characteristic.

2.1.3.1 Research objectives and method

We found that many APCs remained domestically from case studies. However,

we also found there were some APCs that have become large-scaled and succeed with export business. Now, there are two common points to be taken up in the cases of APC export. First, there is a leader's awareness towards export and actual behavior based on this consciousness. Second one is that they get to interact with different types of business. In other words, we defined that APCs that have been exporting have something to do with the agricultural leaders' way of thinking and behavior.

However, there are just few cases of APCs export. For this reason, these common points are unclear. Therefore the purpose of our interview was to investigate the actual voice of leaders, recognition towards export and success factor which cannot be gained through second data. Thus, we conducted semi-structured interviews in qualitative research. The reasons why we didn't select quantitative but research qualitative research, were that they could feel the complex issues of agriculture and field. Moreover, the image of "Japanese agriculture" that on-site person thinks and that of "leaders" which is the success factors for the export of agricultural products and agricultural management can be noted through face-to-face interviews.

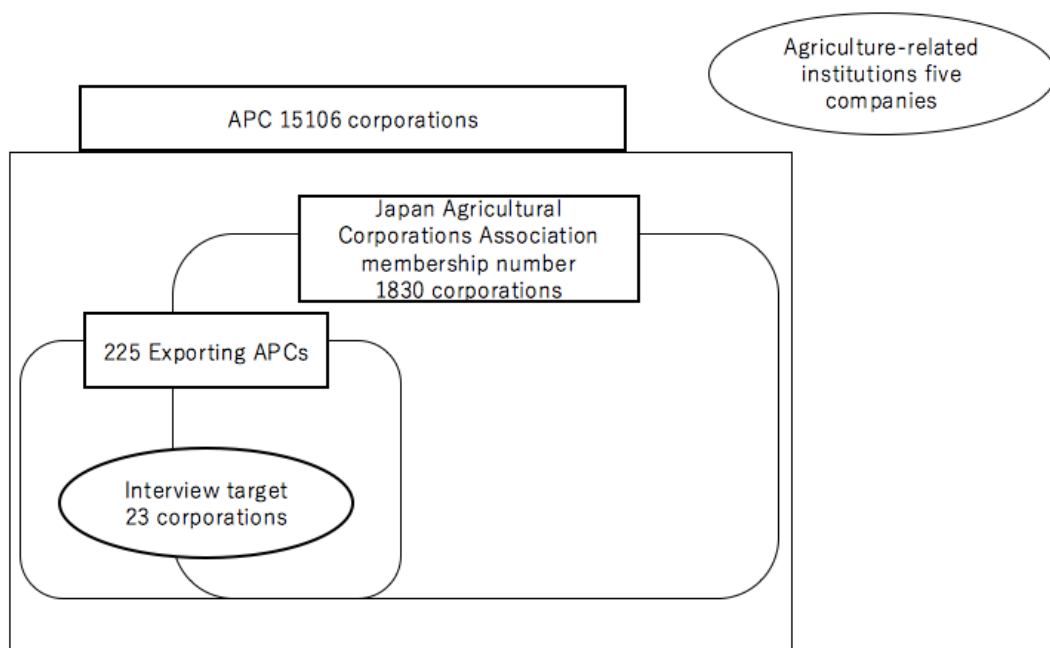
2.1.3.2 Sampling

We selected agriculture-related institutions and the on-site APCs in this interview survey. The reason why we interviewed the agriculture-related institutions as well as the leaders of APC was that we thought it necessary to look at the problems of agriculture and the possibility of export in a macro perspective, and Japanese thinking towards agriculture. For a long time, Japanese agriculture is dependent on policy of agriculture and subsidy, so we should recognize the whole agriculture business at macro aspect. The agriculture-related institutions being targeted for the survey were those we interviewed for collecting second data and those that are introduced by agriculture institutions.

The reasons of targeting the leaders of exporting APCs are that we tried to investigate the success factor of exported corporations and the characteristics of leaders who promote export. We examine various aspects through analyzing different groups and positions in agriculture-related institutions and APCs. We narrowed down subjects to leaders with successful cases. We investigated some institutions out of 23 that approved the interview. To exclude biases, we researched not only Kanto area but also

Northeast area. Please follow the attached papers about eight APCs and five agriculture-related institutions we researched in detail. The following is a sampling image structure.

Figure 3 Sampling image structure



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2.1.3.3 Investigation content

We studied agriculture-related institutions and APCs.

We asked three major following questions both to the agriculture-related

institutions and the APCs. These questions are considered important regarding the primary research and the second data.

An Interview to the agriculture-related institutions about the following three points.

- (1) Exports of APC
- (2) Differences between exporting APCs and non-exporting APCs
- (3) Potential problems that occur in the actual export

An interview to the exported APCs about the following three points.

- (1) Leader's personal background
- (2) Hardships in the expansion of production scale
- (3) Activities for export

2.1.3.4 Analytical method

Collected interview data is analyzed in a case code matrix interview data.

This is one of the typical analysis of qualitative research. According to Sato(2008),"Case

code matrix is effective in avoiding the possibility of excessive generalization based on minor incidents and the tendency to lose sight of common patterns, which are the characteristics in the case of qualitative analysis data." Detailed analysis process is described below. Firstly, put an interview onto a paper. Secondly, make a texted data segment, classify it, and create a database. Finally, create the case code matrix to compare the data and construct a conceptual model. Then form a framework toward stories and results.

2.1.3.5.1 Interview result of the agriculture-related institution

We recorded an interview to five agriculture-related institutions for 90-180 minutes per case. It's 600 minutes in total. As a result of this research, we found out two common points.

Code1 Export is not a primary issue

1. Although Japan quite focuses on exportation, it is still not steady.

In an interview to the Japan trade reconstruction Organization (JETRO)
"Japan as a whole, what is most problematic is that people are not on the same page in

exportation. That is, the politic field and producers tackle different issues individually.” as they stated. Thus, exports rate of agricultural products is low, and matters that farmers are dealing with are diverse. Export business is yet rather minor comparing to other businesses. Also, agricultural technology Agency claimed that products are so highly consumed that there is no need to export.” In this way, Japan has a strategy to promote further exportation, but farmers can earn enough living by domestic market.

2. Although there is a need for promoting export, a lot of problems remain to be solved.

More interviews with JETRO, they said “Japan agriculture should go overseas. It's difficult to compete only in the domestic market. This is because of issues of aging population and low birth rate. Moreover, there are only few success stories in exportation. Leaders should rethink about the way of Japanese producing system and the idea that good products produce benefit.” What is more, as we look at agriculture from a macro point of view, we found it necessary to reconsider exportation. However, through all the interviews conducted, we also realize that many challenges exist when considering

export. What is mentioned several times is the imperfect market formation of Japan-made crops, farmers incapability in producing skills and undeveloped technology.

3. Japanese farmers should think of exporting. However, as a start, establishing national policies or technical systems are essential.

As it is stated before, matters such as the undeveloped market, foreign exchange risk, and quarantine issues cannot be resolved by an individual farmer. Therefore, "Agriculture corporations are interested in future export. However, in order to achieve this, they require assistance. Even if the world becomes free-trade, quarantine issues remain. Therefore, export rate does not necessarily increase. And doing exportation requires leaders' visions for future export. They need subsidy for export like the Netherlands and Korea. "As they argued. Thus, thinking of national strategies, such as policies and subsidies are important.

Code2 Ability of leaders for agriculture exporting business

1.Agriculture leaders who already do exportation feel the need for export. In addition, agriculture leaders are those with visions.

2.Agriculture leaders who are exporting work with different industries. This is influenced by the leader personal background.

Agriculture corporation leaders who are exporting successfully in export business cooperate with other industries and leaders' personal backgrounds help them to do so. "In order to achieve export, it is better to experience different industries like technical business for easier distribution." executives who experienced other industries had said in an interview. This helps not only the exportation but also the sixth sector industrialization that is a preliminary step for exportation .

2.1.3.5.2 Interview result of APCs

Eight interviews in 120 to 300 minutes per APC which result in 1140 minutes per minutes in total. Now, the outcome of the interview and similarity will be examined based on the comparison case matrix.

Code1 Leaders experience

1. All the leaders are from farms.
2. Most of the leaders have an experience other than agriculture, such as academic experience and working for different industries.
3. Every leader acting voluntarily due to market expansion, is the characteristic.
4. Leader's being favorable of new things, having the trying new ideas and being aware of issues about reforming agricultural system comes out of curiosity and visions.

Through the interview, it is said, "The representative of this company is a son from a commercial farm. I enrolled in the College of agriculture, and came back home". The representative of APC was from a farm and has experienced working outside.

"I go to sell Chinese yam(nagaimo) in the town, and go to over-the-counter sales and various exhibitions". Then, there were many representatives which actively involved both in domestic and international.

Code2 Leader's personal network

1.70 percent of people started exporting because of corporate outsiders' advice.

In interviews to the Seiken, Inc, they described that "Eased regulations enables Taiwan trading corporations to take an action for promoting export."

It is also found that majority of people were called from external people and started exporting.

2. Export sales accounts for only about 1% of overall sales. This is the reason why there are only a few companies focus on exportation as their main business.

Export business is recognized as just one of the projects. In an interview in Kashiwazakiseika, Co, Ltd., "We have been long exporting black garlic. Export sales rose less than 1% of total sales. I was participating in various exhibitions. Now, we are exporting to 25 countries. "As they said. In Other companies, the export sales accounts for between 0.5% and 1.5% of total sales. Objectively, export is considered to be successful, but export business is thought to be one of the businesses.

3. In collaboration with the industry, 9% is indirect exports

4. Export issues varies by company.

In an interview, export issues are those, "Such as the lack of information of poor quality due to high domestic production between battling and margins, export process, there are a lot, policy and field, farmer's lack of information. Kubota also present challenges. "As it is described. There are a number of challenges in the export, depending on some cases. Also, not being continuous, quality control, distribution costs are takes up as a problem. Even their personal issues and problems and macroeconomic policies become an issue.

Code3 Development of relationship with new partner farmers

1. Partner farmers gathered by word of mouth between the partner farmers.
2. APC can offer partner farmers contribution to sales and profit.

There are not many places recruiting partner farmers. Initial partner farmers are acquaintances of regional leaders. "We are not trying to gather partner farmers. Once the current partner farmers go better, regional farmers get gathered by word of mouth. "As stated in an interview. Thus, keeping the Benefits of the agricultural corporation

and having a clear vision of the business would attract partner farmers sympathizing with the vision.

2.1.4 Result and Research Question

We found three steps from interviewing from agricultural related organization and agricultural product corporations. First, owners of exported corporations have been running agricultural business for generations. However, they had different types of business different from family business. Mostly all owners of there corporation had their own initiatives that they put them into action. Second, the reason why the corporation started export was because they were request their products from buyers, after that they exported products continually. Third, partner farmers were important for scale expansion of farmland, but corporation and the owner didn't gather farmers because farmers were recruited by words of mouth.

Our research question is there are three steps for successful exporting corporation. First step is owner has a sense of urgency and they have to be aware of problems that can occur in future. Based on the sense of urgency, the second step is the

owner of corporation take voluntarily action to develop corporation. Voluntarily action is an anticipated goal-orientated movement. That is psychological concept and discussed in The Principles of Psychology by William James in 1890. He keeps on thinking of new ideas on how to make a progress and on how to reform the organization.

The corporation because of progress of the corporation they become more and more their business is thriving. Therefore, they need more farmland and more farmers want to join the corporation. It leads to the third step, that is increasing partner farmers.

2.1.5 Hypotheses

In this section, we construct four hypotheses based on leadership theory, archive data and interview. We constructed hypothesis 1,2,3 based on perspective from leader and hypothesis4 based on perspective from partner farmers.

H1: (a)Relationship with different industries and experience, (b) sense of urgency and (c)

the trying new ideas trait of the leader have positive correlation with voluntarily action.

H2: Voluntarily action has positive correlation with expanding one's business to different category.

H3: Expanding one's business to different category has positive correlation with export.

H4: (a) Empathizing with corporation,(b) Emotional trust,(c) Competence trust and(d)

Management support has positive correlation with organization citizenship behavior.

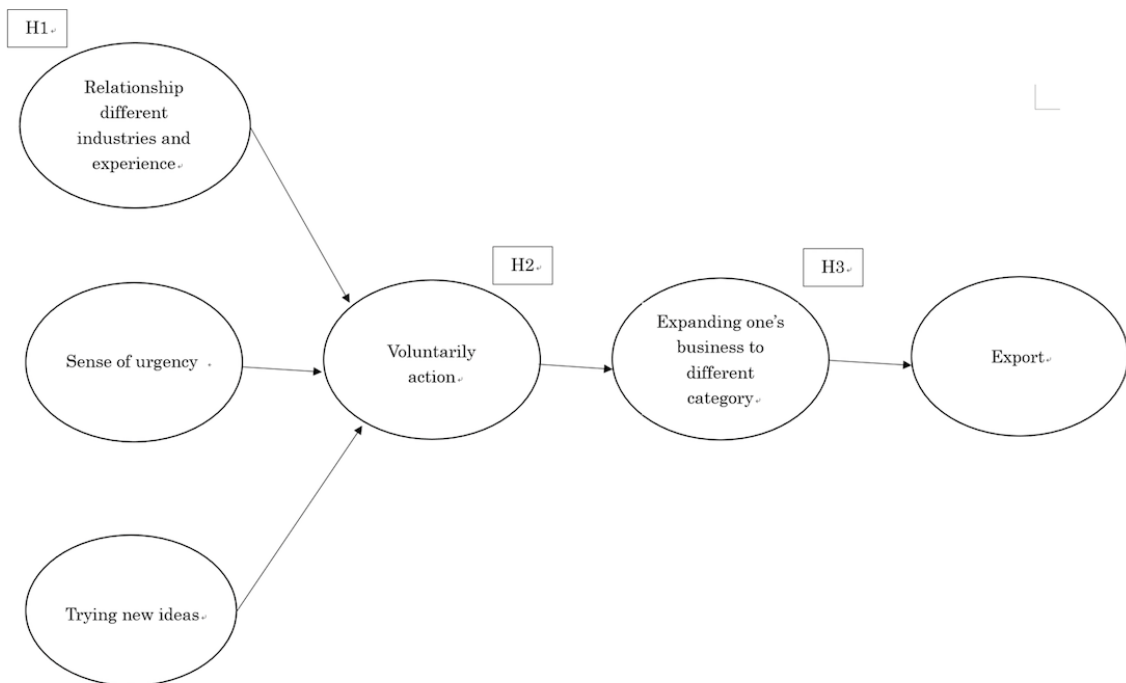
In hypothesis1, from company cases in secondly data, we found that leader's (CEO) voluntarily action play important role of success in export by APC. Voluntarily action means an anticipated goal-orientated movement. Furthermore, in interview we considered those leaders apply to the transforming leadership in leadership theory.

According to the transforming leadership theory and interview, there are three major factors inspired voluntarily action for leader. First factor is relationship with different industries and experience. Second factor is sense of urgency. Third factor is the trying new ideas trait of the owner. Thus, hypothesis1 was constructed based on these considerations.

In hypothesis2, in interview we considered that voluntarily action related to behavior aimed at expanding one's business to different category of APC. From interview and company cases in secondly data, we considered Concretely expanding business is following three points. First point is expanding connection with other company. Second point is diversifying products. Third point is establishing organization structure. Hypothesis2 was constructed based on these considerations.

In hypothesis3, in APC expanded one's business, engaged in export. They used new products and new personal connections as trigger.

Figure 4:Hypothesis1.2.3 model



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In hypothesis4, from corporation case and interview, we found out that partner farmers of exporting APC has organization citizen behavior for export.

According to Leadership Making (Graen and Uhl-Bien:1995), organization citizenship behavior is evoked by the phase of a mature partnership organization citizenship behavior.

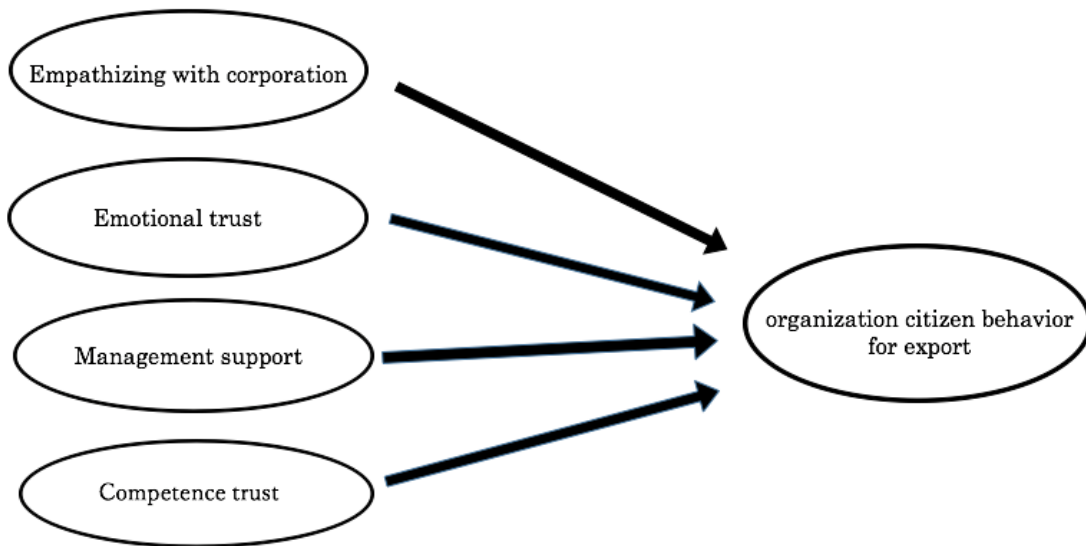
Organizational citizenship behavior is the technical psychological term for what can be simply defined as the compilation of individual behaviors in a group setting.

Organizational citizenship behavior was first defined by Dennis Organ in 1988 as "an individual behavior which is not rewarded by a formal reward system ... but that, when combined with the same behavior in a group, results in effectiveness." In the business world, organizational citizenship behavior has been linked to work productivity, employee effectiveness, and other factors which can impact a business in the short or long term.

We considered fore facts of organization citizenship behavior for export. First and second facts are based on transforming leadership theory. third and fourth are based on result of interview. First fact is Empathizing with corporation. That means

that agree to the corporation policy and business. Second fact is emotional trust in APC. Emotional trust means trust based on camaraderie (Yamagishi, Komiyama 2000). Third fact is competence trust in APC. Competence trust defined “the expectation of competence” (Barber 1987). Forth fact is management support. Management support is specifically technical offering and information provision by APC.

Figure 5: Hypotheies4 model



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3.0 HYPOTHESES TESTING

In this section, we verify the four hypotheses constructed in the previous chapter by using statistics.

3.1 Hypotheses testing method

In this study, we have constructed hypotheses 1.2 for extracting the leader type in exporting Japanese agricultural product and hypotheses 3.4 for influencing the behavior of leader on small-scale farmers around. For hypotheses 1 and 2, we conducted questionnaires for leader of exporting APCs. For hypotheses 3 and 4, we conducted questionnaires on partner farmers of APC exporting. In other words, we have examined leadership from the viewpoint of leaders and followers.

Selection of questionnaire target was conducted in the same way as the selection of the interview in the previous chapter. We contacted about 160 questionnaires by telephone or e-mail, and spread questionnaires using on-site distribution, postal mail, WEB from September 22 to November 10. Questionnaire target who was busy for harvest in fall, so it was very difficult to collect questionnaire. In the end, however, we got responses from 76 leaders in APC and 80 partner farmers in APCs. Leaders of APCs exporting's questions are all 20 items, also contract farmers of APCs exporting's question are all 22 items. It was adopted a Likert scale of five stages.

The collected questionnaire, we used factor analysis, single regression analysis

and multiple regression analysis with SPSS to decide whether the hypothesis. Factor analysis adopts a maximum likelihood method and Promax rotation, eigenvalues has been adopted as a potential variable one or more. Also, the reference value of the factor loadings as 0.35, and have selected the questions that make up the factor. Each factor name is named in consideration of the respective questions. Finally, we inspected hypotheses using single regression analysis for hypotheses2, multiple regression analysis for hypotheses1,4 and logistic regression analysis for hypotheses3 with constructed factors.

3.2 Hypotheses testing result

In this section, we present the results for each hypothesis by taking the above procedure.

Figure 6: H1 result of factor analysis

	factor		
	relationship with different and experience	the trying new ideas	sense of urgency to market changing
1	0.626	-0.016	0.051
2	1.041	-0.066	-0.076
3	0.290	0.383	0.064
4	0.243	0.163	0.274
5	-0.022	-0.049	1.013
6	-0.116	0.759	-0.046
7	0.032	0.841	-0.012
Cronbach α			0.72

Figure 7:H1 result of a multiple regression analysis.

H1 Model	standardizing coefficient β	t	significance probability
1 (constant)	4.153	54.246	***
Relationship with different and experience	0.081	0.921	*
The trying new ideas	0.448	4.543	***
Sense of urgency to market changing	-0.002	-0.028	
Model R2	0.321		
Adjusted R ²	0.293		
F value	11.198		

*** p < 0.001 ; ** p < 0.01 ; * p < 0.5 ; † p < 0.1.

In hypothesis 1, factor analysis resulted in three factors. Each factor name is named in consideration of the respective questions. Factor 1 "Relationship with different and experience". (1 , 2) Factor 2 "the trying new ideas". (6 , 7) Factor 3 "Sense of urgency to market changing". (5) Then, we used multiple regression analysis to test hypothesis1. The dependent variable is "voluntarily action". The independent variable is "relationship

with different and experience", "the trying new ideas" and "sense of urgency to market changing". Voluntarily action, in consideration of Cronbach α , created a synthetic variable with questionnaire items for voluntarily action. Secondary, looking at standardizing coefficient β value, it is 0.081 in relationship with different and experience", 0.448 in the trying new ideas, -0.002 in sense of urgency to market changing. Also, looking at the adjusted R-squared value, it is 0.293.

Figure 8:H2 result of factor analysis

	factor
	expanding one's business to different category
10	0.429
11	0.697
12	0.555
13	0.729
14	0.588
15	0.399
Cronbach α	0.736

Figure 9:H2 result of single regression analysis

	Model R ²	Adjusted R ²	B	t	Significant
H2	0.266	0.256	0.577	5.148	***

In hypothesis 2, factor analysis resulted in a factor. We named factor as "expanding one's business to different". (10, 11, 12, 13, 14, 15). Then, we used single regression analysis to test hypotheses. The dependent variable is "expanding one's business to different", and the independent variable is "voluntarily action". Secondary, looking at standardizing coefficient β value, it is 0.577. Also, looking at the adjusted R-squared value, it is 0.256.

Figure 10: H3 result of logistic regression analysis

	standardizing coefficient β	SE	Exp (B)	p	Significant
H3	0.941	0.321	2.053	0	***

In hypothesis 3, we used logistic regression analysis to test hypotheses 3. The dependent variable is "export", and the independent variable is "expanding one's business

to different”. The reason for using the logistic regression analysis is that it couldn’t measure by a single regression analysis. Therefore, we used the logistic regression utilize the S shape distribution of the questionnaire response. As a consequence, standardizing coefficient β value is 0.941.

Figure 11: H4 result of factor analysis

	factor	
	confidence	management support
1	0.511	0.201
2	0.828	-0.252
3	0.770	-0.003
4	0.850	-0.111
5	0.451	0.295
6	0.437	0.282
7	0.596	0.090
8	0.390	0.352
9	0.542	0.306
17	0.432	0.428

13	0.078	0.695
14	-0.292	1.086
15	0.198	0.523
16	-0.035	0.677
Cronbach α		0.917

Figure 12: H4 result of factor analysis

Model	standardizing coefficient β	t	significance probability
1 (constant)	1.889	26.613	***
confidence	0.424	4.02	***
management support	0.333	3.2	*
Model R ²	0.531		
Adjusted R ²	0.519		
F value	43.057		

*** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$; † $p < 0.1$.

In hypothesis 4, factor analysis resulted in two factors. We named factor 1 as “confidence”. (1,2,3,4,5,6,7,8,9,17), and factor 2 as “management support”. (13,14,15,16).

Then, we used multiple regression analysis to test hypotheses. Question items 8 and 17 are included in both “confidences” and “management support”, however one with higher the factor loading was selected. For that reason, question items 8 and 17 were “confidence” factors, and the dependent variable is “organization citizenship behavior for export”, and the independent variable is “confidence” and “management support”. Secondary, looking at standardizing coefficient β value, it is 0.424 in confidence and 0.333 in management support. Also, looking at the adjusted R-squared value, it is 0.519.

4.0 DISCUSSION

Hypothesis1 was rejected. However, the trying new idea of leader had positive correlation on voluntarily action. Relationship with different industries and experience and sense of urgency had little or no effect on voluntarily action and only the trying new idea had positive correlation on it. Therefore, it was rejected as a whole. Hypotheses2 was adopted. Although R-squared value was low and the fitness of model was also low. Hypotheses3 was adopt, and there was a strong positive correlation. Hypotheses4 was adopted. R-squared value is high, but positive correlation is weak.

As for hypothesis1, considering leader's characteristics, we regard that the factors which provoke voluntarily actions are relationship with different industries and experience, sense of urgency, and the trying new ideas, but as a result, leader's activeness can be the only factor. This questionnaire target is APCs which exporting products, comparison with APCs which do not export products, there may be a big difference in the degree of the factor of “the trying new idea”. In this second hypotheses, we categorized “expanding one’s business to different category” into three factors of diversify products, expanding connection and establishing organization structure. However, in terms of results, it is converged by one factor. The cause of this is that diversify products, expanding connection and establishing organization structure are considered as a series of the flow of expanding one’s business to different category by leaders. Thus, we regarded a converged factor as expanding one’s business to different category. As a result, voluntarily action had positive correlation on “expanding one’s business to different category”. Hypotheses3 is that “expanding one’s business to category” have a strong positive correlation on “export”, We consider that expanding one’s business to category in the country to be sufficient condition of “export”. As a whole, hypothesis 4 is

had positive correlation. We turned out that “confidence for APC” is having an influence on organization citizenship behavior for export of partner farmers more than management support. In order to promote organization citizenship behavior from this result, it is necessary for partner farmers to sympathize with the vision, management to communicate with partner farmers to integration of human heart it is thought that it is necessary to build trust.

That is, we found out that it is the leaders who leads the export by having the trying new ideas, acting expanding one’s business to different, communicating with the partner farmers and building a relationship of trust. In other words, the leaders who encourage export have discovered that they are close to transforming leader who take actions such as integration of human heart.

5.0 CONCLUSION

This study investigates that leader type of exporting Japanese agricultural products and behavior of exporting APC.

From the above results, this paper is able to demonstrate a dual significance that is both academic and practical in nature. First, in relation to the academic side, this study has

three significances. First, there is novelty to have studied for the APC which has not been studied conventionally. Second, we applied leadership theories to the agriculture. Third, In the hypotheses testing, we have performed the questionnaire targeting both the leader and the follower, which was not done in the previous research. Therefore, we were able to inspect the influence of the leader to give partner farmers in the form of commitment to export.

Second, in relation to the practical side, this study has three significances.

First for APCs, if they want to export in the future, expanding one's business is useful to expand business as a preliminary step. For example, not only producing but also to processing, expanding personal connections to export, resulting personnel and establishing organization structure can prepare for export. Trust in corporation and management support is necessary in order to prompt organization citizenship behavior for export from partner farmer. In other words leaders are able to give motivation for partner farmers by leader's action.

However, there were three limiting points in this study. First, model fitness of statistical analysis was slim. The reason for this is less number of samples of quantitative survey and prior research, making exploratory questionnaires and

statistical analysis. Second, the number of qualitative survey samples was low. Because there were few survey targets that APC is becoming large scale and continually exporting in Kanto area. Therefore, the place where we could go to the qualitative investigation during summer vacation has been limited. Third, there were few priory research. There was many priory research that focus on brands and distribution in Japanese agricultural export. However, there was few priory research that focus on agricultural leader or agricultural market structure and organization.

Future studies are needed in order to consider three points in researching exporting Japanese agricultural products and leader in agriculture. First, it will be important to expand survey targets and investigate. Secondly, it is necessary to compare the characteristics of leader of exporting APC and non-exporting APC. The cause for finding out build mature partnership between leader and followers in order to clarify the deep cause from psychological factors further investigation by qualitative survey.

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Attachment1: Case study

No.	Company's name	Approach	The reason of success
1	Nigata Tamaki Farm Co.	<ul style="list-style-type: none"> · leave agricultural cooperative producing, sales, and milling rice · schemeing the packedge and maing it low-cost 	<ul style="list-style-type: none"> · The leader plays roll in the distribution industry
2	Agri art chibanousan Co	<ul style="list-style-type: none"> · produceing, processing, sales · created agricultural employment, put effort in employing handycaped and elderly people · oversea expansion of Japanese farming 	<ul style="list-style-type: none"> · operating reconstruction work from customer's perspective
3	Katayama Apple Garden	<ul style="list-style-type: none"> · producing, sales · have connection with ordinary companies · development cooperation for the quality control machine · make good use of the administration support 	<ul style="list-style-type: none"> · allience with different businesses
4	Matsumoto Farm	<ul style="list-style-type: none"> · producing, processing, and selling starts to export by the GAP mark and guaranteeing safety · the manager is active on earning the mark and to export 	<ul style="list-style-type: none"> · The leader is active on earning the mark and to export
5	Shonai Kome Koubou	<ul style="list-style-type: none"> · producing, selling rice and compost · try a large-scale to reduce the cost for farmers · young professional farmer successor group 	<ul style="list-style-type: none"> · reducing production cost · established all verietiy of markets · making products at a customer view
6	Ikechi Vegetable garden	<ul style="list-style-type: none"> · producing, processing, selling, · quality development carry on the 『trial support of export,』 by the Finance corporation 	<ul style="list-style-type: none"> · recieve fund from the Finance corporation.(land expantion,support of export)
7	Porducer's union Dekopon	<ul style="list-style-type: none"> · producing,processing, selling, human resource development · new business with the disributors 	<ul style="list-style-type: none"> · new business with new businesses
8	Allied company Hosana project	<ul style="list-style-type: none"> · producing, selling framming guidance · recieves Halal certification 	<ul style="list-style-type: none"> · The leader idea from the start of business

			<ul style="list-style-type: none"> · management in a consumer's view
9	Kouyama Limited company	<ul style="list-style-type: none"> · producing processing selling, operating a restaurant · agriculture restoration · earned HACCP certification 	<ul style="list-style-type: none"> · carry on diversification, industrialized · have gained corporation from the district
10	Green Leaf	<ul style="list-style-type: none"> · producing, processing, selling, human resourced development · have doubts about how agriculture should be · workers own their companies share 	<ul style="list-style-type: none"> · young leader business sense changed from before
11	agricultural producers' cooperative corporation Wagouen	<ul style="list-style-type: none"> · producing, processing, selling · put effort into GAP · soil analysis control technology · pesticide residue inspection 	<ul style="list-style-type: none"> · division of labor divided into groups · They headquarter play a roll as a assembly selling place
12	Nishikagura Yumemimura	<ul style="list-style-type: none"> · producing processing selling · correspondence, home delivery · promotion of the 6th industry 	<ul style="list-style-type: none"> · trade with all kinds of customers that consumers, supermarket, restaurants, department store
13	PFT service	<ul style="list-style-type: none"> · focus on production 	<ul style="list-style-type: none"> · target of the 『trial support of export』 by the Finance corporation
14	Best Apple export specialized union	<ul style="list-style-type: none"> · producing, export, selling 	<ul style="list-style-type: none"> · trade negotiation in Nagano · participate in simulated negotiation
15	Kushima Aoifarm Co.	<ul style="list-style-type: none"> · producing processing selling · make a character, branding 	<ul style="list-style-type: none"> · management philosophy is clear · thinking about sucesors of farmers
16	Seiken Co.	<ul style="list-style-type: none"> · producing processing selling · changed from society to corporation · establishing processing center 	<ul style="list-style-type: none"> · managing at a consumer view
17	Food Link Co.	<ul style="list-style-type: none"> · assembly selling · the goal is to revive aguriculture 	<ul style="list-style-type: none"> · the leader's experience of different industries, have knowledge of distibution
18	Refarm Co.	<ul style="list-style-type: none"> · selling, management support, agriculture investment · the goal is to revive agriculture 	<ul style="list-style-type: none"> · the leader has a clear idea and the employees agrees to the idea · comprihensively efficient marketing
19	GRA Co.	<ul style="list-style-type: none"> · producing processing selling, 	<ul style="list-style-type: none"> · quality development clear division of roles by grouping

			<ul style="list-style-type: none"> the idea and the sense of value is shared
20	Nyuuzu Co.	<ul style="list-style-type: none"> Producing, sales selling independently from agricultural corporation establish local subsidiary in Taiwan 	<ul style="list-style-type: none"> leverage consumer's voice in production everyone is working with the same idea
21	Konan Plant Co.,	<ul style="list-style-type: none"> processing, sales taken up on TV 	<ul style="list-style-type: none"> there is a well-established element
22	Izu-numa agricultural products limited company	<ul style="list-style-type: none"> production processing sales, management of processing plants developed various businesses from Processing industry restaurant management 	<ul style="list-style-type: none"> market-oriented management thorough management philosophy
23	Kashiwazaki seika limited company	<ul style="list-style-type: none"> production, processing, sales deployment of items 	<ul style="list-style-type: none"> many corporations with different industries establish management philosophy

Attachment2: Interview company ①

No.	Company name	Business area	Affiliated company
1	Nomura Agri Planning & Advisory Co.,Ltd.	<ul style="list-style-type: none"> Consulting service Agricultural production Research and proposal service 	Nomura Wago Farm Co., Ltd. Nomura Hokkaido Farm Co., Ltd.
2	Japan External Trade Organization(JETRO)	<ul style="list-style-type: none"> Support for export of Japanese agricultural products Assisting business expansion of developing countries Contributing to trade policies through research of overseas situation Activities towards regional creation 	Domestic: JETRO Headquarters Tokyo, JETRO Osaka, Institute of Developing Economies and 43 regional offices Overseas:74 offices (55 countries)(as of April 2016)
3	Agriculture, forestry and fisheries Fund corporation for Innovation, Value-chain and Expansion Japan	<ul style="list-style-type: none"> Activities to support local production for local consumption and sixth industrialization by way of investment 	
4	Agricultural Technology Communications Co., Ltd.	<ul style="list-style-type: none"> Service to help the improvement of the farm, growth, development 	
5	Japan agricultural Corporations Association	<ul style="list-style-type: none"> Activity such as research for agricultural establishment, development, suggestion, proposal, the reporting 	

Attachment3: Interview company ②

No.	APC's name	Location	Product name	Business activities	Employees	Capital
1	Kashiwazaki Seika Co.,Ltd.	Aomori prefecture	Yam, Garlic, Burdock	<ul style="list-style-type: none"> • Production business • Processing business • Fruit and vegetable business 	90	60 million yen
2	Katayama-Ringo Inc.	Aomori prefecture	Apple	<ul style="list-style-type: none"> • Sales of apples • Production and sale of the straight juice • Sales of other agricultural products • Sales of agricultural materials • Regional vitalization business 		6 million yen
3	GreenLeaf Inc.	Gunma prefecture	Konnyakupotato, Green soybeans, Blueberry, Komatsuna,	<ul style="list-style-type: none"> • Production of organic farm products, processing, sales 		95.5 million yen
4	Shonaikomokobo, Inc.	Yamagata prefecture	Rice	<ul style="list-style-type: none"> • Pickup sales • Pesticide sales • Fertilizer sales 	15	40 million yen
5	Seiken, Inc.	Aomori prefecture	Apple	<ul style="list-style-type: none"> • Production and sales of apples • Manufacturing and sales of processed apples 	75	80 million yen
6	Niigatatamakinouen, Inc.	Niigata prefecture	Rice	<ul style="list-style-type: none"> • Production • Manufacturing and sales of processed • Consignment of agricultural land 		
7	Agricultural producers' cooperative corporation Wagoen	Chiba prefecture	Vegetables, rice	<ul style="list-style-type: none"> • Production business • Processing business • Efforts to acquire GAP • Sale business 		20 million yen

(経営者用)アンケート回答用紙

私たちは日本大学経済系、日井ゼミナール9期の内山、鹿野、前田、米山と申します。今回ゼミナールにて「飛躍の可能性を秘めた農業生産法人へ輸出に向けての農業生産法人材でのリーディングと組織体系」についてグループ研究しており、今回はその研究を進めるにあたり、必要な情報収集を目的として、アンケートを実施しております。

【農作物の輸出】につきましてあなたのご意見を是非ともお聞かせください。

アンケートの感想は、研究の参考資料としてのみ取り扱い、研究以外の外部開示等は一切行いません。また、特定の個人が特定できる情報として、公表されることはありません。ぜひ、貴重なご意見をお聞かせください。

2分程度で回答できる内容となっておりますので、趣旨にご理解いただき、何卒、アンケートにご協力お願い申し上げます。

日井ゼミナール9期 おぐり班

鹿野あゆみ

内山健太郎

前田将

米山宏典

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以下質問項目について、**最も当てはまるものを1つお選びください。**

1 農業以外の業種でのご経験がありましたか。

1. 農業にある 2. 多少ある 3. どちらともいえない 4. ほとんどない 5. 全くない

2 農業の他に他業種で働いたご経験がありましたか。

1. 農業にある 2. 多少ある 3. どちらともいえない 4. ほとんどない 5. 全くない

3 以前より他業種で働いていた方々との交流がありましたか。

1. 農業にある 2. 多少ある 3. どちらともいえない 4. ほとんどない 5. 全くない

4 少子高齢化が引き起こす人口減少による国内外市場に農業を感じていますか。

1. 非常に感じている 2. 多少感じている 3. どちらともいえない 4. あまり感じている 5. 全く感じている

5 今後自由貿易化が進む中で農業に対する危機意識を感じていますか。

1. 非常に感じている 2. 多少感じている 3. どちらともいえない 4. あまり感じている 5. 全く感じている

6 新しいことを始め、何か新しいものを開発していくのが好きな方だと感じていますか。

1. 非常に思う 2. 多少思う 3. どちらともいえない 4. あまり思わない 5. 全く思わない

7 自ら何事も挑戦している、改革していることお考えですか。

1. 非常に考える 2. 多少考える 3. どちらともいえない 4. あまり考えない 5. 全く考えない

8 新たな取引関係を構築するために、様々な人（農家の方々、異業種の方々など）に積極的に会うようにしていますか。

1. 積極的に会っている 2. 会っている 3. あまり会っていない 4. 全く会っていない 5. 会う予定はない

9 知らない知識を得るために積極的に取り組んでいますか。（セミナー、イベントに参加等）

1. 積極的に取り組んでいる 2. 取り組んでいる 3. あまり取り組んでいない 4. 全く取り組んでいない 5. 取り組んでいない

4. 全く狭り縮んでいない 5. 狭り縮む予定はない
- 10 契約農家が増えたことで以前よりも、全体の生産量が拡大していると感じますか。
1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている
- 11 異業種（加工、販売、流通等）との関わり合いの中で生産以外の知識はどれほど身につけていると感じますか。
1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている
- 12 加工品等、付加価値をつけ、多数の商品のパリエーション展開をしていると感じますか。
1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている
- 13 提供できる商品の量が以前より増えたと感じますか。
1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている
- 14 収穫量拡大等で法人全体の経営規模が拡大していると感じますか。
1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている
- 15 規模が拡大することで一商品あたりのコストが抑えられるようになり、低コスト化が進んでいると感じますか。
1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている
- 16 また以前と比べて輸出事業にどれほど取り組んでいますか。
1. 狭り縮んでいる 2. やや狭り縮んでいる 3. あまり狭り縮んでいない
4. 全く狭り縮んでいない 5. 狭り縮む予定はない
- 17 あなたの生代を教えてください。

1. 20代 2. 30代 3. 40代 4. 50代 5. 60代 6. 70代以上
- 18 従業員数を教えてください。
1. 0~10人未満 2. 10~30人未満 3. 30~50人未満 4. 50~70人未満
5. 70~100人未満 6. 100人以上

20 およその年間の売上高を教えてください。

1. ~3000万円未満 2. 3000~5000万円未満 3. 5000万円~1億円未満
4. 1億円~3億円未満 5. 3億円~5億円未満 6. 5億円以上~

質問は以上になります。

ご協力いただきありがとうございました。

（契約農家用）アンケート回答用紙

私たちは日本大学法学部、臼井ゼミナール9期の内山、鹿野、前田、米山と申します。現在ゼミナールにて「飛騨の可能性を拓いた農業生産法人〜輸出に向けての農業生産法人内でのリーダージュンクワと組織体系〜」についてグループ研究しており、今回はその研究を進めるにあたり、必要が情報収集を目的として、アンケートを実施しております。

あなた自身の意識、また行動面につきまして、ご意見を是非ともお聞かせください。

アンケートの結果は、私たちが研究の参考資料としてのみ取り扱い、研究以外の外部関係等は一切行いません。また、特定の個人が識別できる情報として、公表されることはありません。ぜひ、率直なご意見をお聞かせください。

※分厚度で回答できる内容となっておりますので、趣旨にご理解いただき、何卒、アンケートにご協力お願い申し上げます。

日井ゼミナール 9期 おぐり班

内山健太郎

鹿野あゆみ

前田将

米山宏貴

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4. あまり信頼しない 5. 全く信頼しない

5 A社が他社と比較し、あなたの育てた作物を高値で買いつけることはA社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらともいえない

4. あまり信頼しない 5. 全く信頼しない

6 A社が他社と比較し、あなたの育てた作物を市場にて高値で売買されていることはA社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらともいえない

4. あまり信頼しない 5. 全く信頼しない

7 以前からA社の経営者と知り合いであった場合、A社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらともいえない

4. あまり信頼しない 5. 全く信頼しない

8 A社と契約している知人がいることは、A社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらともいえない

4. あまり信頼しない 5. 全く信頼しない

9 自分の近くの地区(市内)でA社の名が知られていることは、A社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらともいえない

4. あまり信頼しない 5. 全く信頼しない

10 あなたが今取引しているA社を、知り合いの農家に紹介したいと感じますか。

1. 非常に感じている 2. 多少感じている 3. どちらともいえない

4. あまり感じていない 5. 全く感じていない

11 あなたが今取引しているA社との取引を今後拡大していきたいと思えますか。

1. 非常に思う 2. やや思う 3. どちらともいえない

4. あまり思わない 5. 全く思わない

12 あなたが今取引しているA社と今後も継続的に取引していきたいと思えますか。

このアンケートを配布した農業法人をA社として、以下の項目についてお伺いします。

以下質問項目について、最も当てはまるものを1つお選びください。

1 A社の経営方針にどれほど興味を持っていますか。

1. 非常に興味を持っている 2. 多少興味を持っている 3. どちらともいえない

4. あまり興味がない 5. 全く興味がない

2 A社のJA以外の独自の販路を確保していることとどれほど興味を持ちますか。

1. 非常に興味を持つ 2. 多少興味を持つ 3. どちらともいえない

4. あまり興味がない 5. 全く興味がない

3 A社が加工事業や輸出事業などを手掛けることについて、どれほど興味を持ちますか。

1. 非常に興味を持つ 2. 多少興味を持つ 3. どちらともいえない

4. あまり興味がない 5. 全く興味がない

4 A社の経営の安定性はA社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらともいえない

1. 非常に思う 2. やや思う 3. どちらともいえない
4. あまり思わない 5. 全く思わない

1 3 作物を作る際、A社から様々な技術面での支援を受けることは日ごろの農作業に役に立つと感じますか。

1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている

1 4 A社から高品質な栽培方法を提供してもらえることは日ごろの農作業に役に立つと感じますか。

1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている

1 5 A社から情報提供（今年売れる品種は何かなど）をこまめにしてくれることは日ごろの農作業に役に立つと感じますか。

1. 非常に感じている 2. 多少感じている 3. どちらともいえない
4. あまり感じている 5. 全く感じている

1 6 取引開始後にA社の経営者が積極的にあなたと交流の機会（飲み会や食事会等）をつくることで、あなたはどれほどA社を信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらでもない
4. あまり信頼しない 5. 全く信頼しない

1 7 A社の経営者があなたと情報共有（会社が取り組んでいる事業についての共有など）などの場を設けることはA社の信頼につながりますか。

1. 非常に信頼する 2. 多少信頼する 3. どちらでもない
4. あまり信頼しない 5. 全く信頼しない

A社が輸出事業をすでに行っている場合は、1 8、1 9の質問にお答えください。

A社が輸出事業を行っていない場合は、2 0、2 1の質問にお答えください。

1 8 A社の輸出事業に率先して貢献していきたい（例：生産量の拡大など）と感じますか。

1. 非常に感じる 2. 多少感じる 3. どちらともいえない
4. あまり感じない 5. 全く感じない

1 9 A社の輸出事業に関して継続的に取引していきたいと感じますか。

1. 非常に感じる 2. 多少感じる 3. どちらともいえない
4. あまり感じない 5. 全く感じない

2 0 今後A社が輸出事業を手掛ける場合、率先的に貢献していきたい（例：生産量の拡大など）と感じますか。

1. 非常に感じる 2. 多少感じる 3. どちらともいえない
4. あまり感じない 5. 全く感じない

2 1 今後A社が輸出事業を手掛ける場合、A社と継続的に取引していきたいと感じますか。

1. 非常に感じる 2. 多少感じる 3. どちらともいえない
4. あまり感じない 5. 全く感じない

2 2 あなたの年代を教えてください。

1. 20代 2. 30代 3. 40代 4. 50代 5. 60代

質問は以上になります。

ご協力いただきありがとうございます。