

Management Strategy of the Regional Divisions of the Perum Bulog East Java in Procurement of Rice

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Abstract

Rice is the staple food of the majority of the Indonesian people, so its presence should be guaranteed by the state. Indonesia entrust the management of strategic food to Bulog as a national food agency. Bulog is authorized to guarantee the availability, price stability and distribution of food, one of which is commodity rice. In seeking the fulfillment of the availability of rice, duties and functions Bulog instructed to be able to maximize the absorption of paddy/rice in the country. One of the provinces that support the realization of self-sufficiency in rice in Indonesia is East Java province. to the role of Bulog Regional Division East Java Province has an important role in reducing the number of imports. However, in reality the high level of rice production in East Java province can not be absorbed entirely by Perum Bulog Regional Division East Java Province. This study analyzes the management strategy undertaken by Perum Bulog Regional Division East Java Province in the absorption of paddy/rice. This research is also expected to provide an overview of the implementation of management strategies absorption of paddy / rice Bulog Regional Division East Java province in improving the availability of domestic rice.

Keywords: Management Strategy, Bulog, Rice Procurement

1. INTRODUCTION

The right to food is the most important rights as a basic human need that fulfillment of the human rights guaranteed in the Constitution of the Republic of Indonesia Year 1945. Thus, legally adequate food is the right of every citizen. Foodstuffs which became the staple food of most of the population of Indonesia is rice. In the management of rice, the Indonesian government authorizes the national food agency Bulog. Bulog has obligations contained in Presidential Instruction No. 3 in 2012 had a public task Logistics Agency (Bulog) on Procurement of Paddy/Rice and Distribution of Rice by the Government.

In the case of rice supplies, Bulog to procure paddy / rice either from domestic or from abroad that we call imports. As mandated in Presidential Decree No. 5 2015 about the Procurement of Paddy / Rice and Distribution of Rice by the Government which emphasizes the procurement of rice / paddy from farmers in the country. The policy is also aimed at achieving self-sufficiency and lead to national food security rooted in domestic production and the welfare of farmers tentunya. Pemerintah Indonesia also have begun to realize this, it is assumed that the president Joko Widodo to develop the agricultural sector based on the realization that for Indonesia actual farming is a key sector of development (Tambunan, 2015: 13).

The Indonesian government has also stated that food security requires independence, where food needs preferably sourced from domestic production, namely their self-sufficiency in food (*food-self-sufficiency*) Yusmandi (Sumarno et al, 2010: 291). Therefore, Bulog should be able to maximize its role as a national food agency, namely in terms of absorption of paddy/rice originating from within the country. East Java Province became one of the areas abundant rice production so that the role of Bulog Regional Division East Java province is very important. However, the fact that the procurement of rice/rice by Bulog Regional Division East Java Province is still not absorbed completely. It is background by 1) post-harvest facilities and infrastructure are inadequate, 2) does not run with good communication between Perum Bulog Regional Division East Java province with partners ie in particular farmers, 3) the existence of middlemen are getting closer to the farmers. 4) human resources is still low quality. And 5) HPP (cost of government) is still low.

To maximize the procurement of paddy/rice the area, Perum Bulog Regional Division East Java province should be able to execute the strategic management of procurement of rice / rice well. According to Fred (2011) explains that the management strategic process consists of three stages, namely, formulating strategy, implementing strategies and evaluating strategies.

This study analyzes the management strategies applied Perum Bulog Regional Division East Java province in an effort to increase procurement of paddy/rice in East Java province. This research is also expected to provide an overview of the implementation of management strategies will be Perum Bulog Regional Division East Java province in an effort to increase procurement of paddy/rice in East Java province.

2. RESEARCH METHODS

This type of research used in this study is a qualitative research with descriptive type of approach. The focus of this research are: (1) formulation/development strategy with sub-focus setting goals and objectives, (2) Implementation of strategy with the sub-focus (a) human resources, (b) facilities and infrastructure, and (c) Networking/stakeholders, (3) evaluation of the strategy.

The research location in East Java province and place of study in Perum Bulog Regional Division East Java Province.. Data sources interviews with researchers from the interviewees, observations directly to the field as well as documentation, books, documents and publications such as journals and scholarly articles. Research instruments there are researchers themselves, as well as the interview guideline supporting such research notebooks and recording device. The data analysis used data analysis Miles Huberman Saldana (2014). As for the stages in the process of data collection process, condensing data, presentation of data and the withdrawal of the conclusion, as shown below:

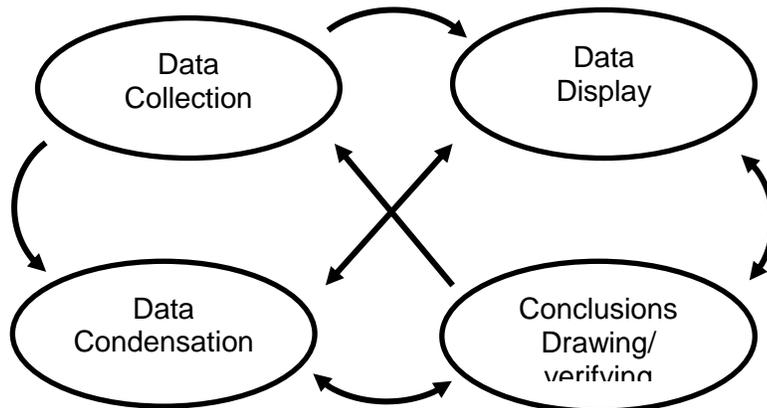


Figure 1. components of Data Analysis: Interactive Model

Source: Miles, Huberman and Saldana, *Qualitative Data Analysis A Methods Sourcebook Third Edition*, SAGE Publication. Arizona State University, USA (2014:14)

3. RESULTS AND DISCUSSION

3.1 Formulation/Development Strategy

Planning strategy formulation or by Malcolm Baldrige divided into two items, namely the development of strategies and implementation strategies. Here Bulog Regional Division East Java province which is Perum Bulog is positioned in the area that have an authority to develop a strategy that has been derived by Bulog Center. Development strategies undertaken to see the capabilities and potential of the company Bulog Regional East Java province and territory. Bulog is located in Regional spearheaded the implementation of strategies that have been created in Bulog Centre so that the development of the strategy undertaken in Perum Bulog Regional Division together with planning operations to make the target achievements or goals in the absorption of paddy/rice to see the potential that owned.

The strategy in getting from Bulog Centre will be developed by Perum Bulog Regional Division East Java province to see what are the barriers to the implementation of the absorption of paddy / rice in the field. According to observations of investigators, Human Resources Division BULOG Regional East Java Province who developed the strategy and implementation that only accepts orders still regard imports as a force Bulog were very helpful. Looking back that the Indonesian government wants to achieve is self-sufficient in rice, this kind of understanding is very contradictory. It is important to equate thought or understanding of the true purpose to be achieved so that any strategy planned at regional level II will remain the same as what you want to achieve the central government. It certainly shows that for human resources in the Regional Division BULOG East Java Province is still very weak quality.

In addition to the strategies developed by Perum Bulog Regional Division East Java province, which is in the Bulog Regional also has the authority to develop procurement target grain / rice each year who have been instructed by Bulog Center. From the facts obtained researchers, target of paddy / rice each each for Procurement of paddy/rice in Bulog Regional Division East Java province get the highest procurement target considering the province is one of the granary Indonesia. To keep adjusting the capabilities and potential of the region, Bulog Dividi Regional East Java province divide procurement targets that must be achieved every Bulog Sub Regional Division accordance warehousing capabilities. It is important to apply justice absorption not only provides the same volume but also consider quotas warehouses in each area. This step included into the actions of management of the company, other than that Bulog Regional Division East Java province also devise a strategy to facilitate the fulfillment of the task execution absorption grain / rice.

3.2 Implementation of strategy

1) *Human Resources*

In executing the strategy or policy that has been deliberately created, the needed human resources that can be run in addition to financial resources also support. Not only can run, but is also expected to succeed in what has been planned. Perum Bulog Regional Division East Java province has a number of employees / staff larger than any of Perum Bulog Regional Division others. However, the number of employees in Perum Bulog Regional Division East Java Province underserved both in quantity especially employees in warehousing and field.

According to Grindle (1997) that human resource development that includes recruitment, training, payroll system, and working conditions. The pattern of education such as training and the training is done not only to improve performance by functioning as it should efficiently, effectively and continuously, but also to the perception of the vision and mission of the Company to be achieved as an agency Bulog food. Therefore it is very important for the education of employees *melakukana* continuously due to increased competition at any time over time.

Through the training provided is expected to provide an understanding that the importance of food sovereignty so as to create food self-sufficiency. So the idea that the imports be viewed as strengths can be changed. If not, it will impact on the performance of employees in the absorption of paddy/rice because they could easily decide the import can be done at any time. Therefore, according to researcher Bulog is located in Regional and Sub-Regional also need to provide a report on the ability of each employee so that the education/training provided more targeted according to ability level employees. This is to avoid the information provided to employees are not received with the desired proportions.

2) *Facilities And Infrastructure*

According to the American Public Works Association (Stone, 1974 In Kodoatie, R., 2005), infrastructure is defined as the physical facilities are developed or required by public agencies for the functions of government in the provision of water, electricity, sewerage, transport and services Similar to facilitate the goals of economic and social. The availability of staple food such as rice should be facilitated by the government, ranging from the production, post-harvest to distribution. The role of infrastructure to pave the way previously designed strategy is needed. The tools help to minimize the working hours of workmanship and process rice processing are ready to eat, this is more efficient than doing it manually and traditional.

According to the researchers obtained data infrastructure Regional Division BULOG East Java province is experiencing a shortage. Such as warehousing quotas that do not correspond to the potential of rice production in certain regions, is also still traditional drying method. According to investigators, modernize facilities and infrastructure needs to be done. This is in addition to providing ease of performing their duties and functions of Perum Bulog Regional Division East Java province, but also very supportive to minimize losses and maximize absorption in the country to reject the existence of imports are likely to increase. facilities and infrastructure are lacking this answers why Bulog East Java Regional Division absorb more rice that has a premium quality of milling or Gapoktan compared the absorption of paddy directly from farmers. Absorption of partners who have been in the form of rice will further simplify the process of post-harvest *dikarena* post-harvest facilities in Perum Bulog Regional Division East Java is still relying on the sun drying.

The general company Bulog is an institution appointed to administer the affairs of staple foods such as rice, it would be better if the government is also due attention to what is needed to secure the crop farmers in the country given the strategic position of rice. If disturbed a little with unstable existence and its price can be shaken by a great country. Therefore, the development of infrastructure in the body Bulog is very important to do, according to Siagian (2003) provide an understanding of the development as "An attempt or a series of business growth and change that is planned and carried out consciously by the nation, the state and the government, towards modernity in development framework (nation building) ". In other words, infrastructure or infrastructure is physical assets that are designed into the system so as to provide essential public services.

3) *Networking/Stakeholder*

In the absorption of paddy / rice Perum Bulog in coordination with Partners. Partners are very important in the process of procurement of rice / rice. Planting of rice can be spread to remote areas, the role of business partners of Perum Bulog Regional Division East Java Province is to maximize the uptake that can not be absorbed by personnel SATKER (work unit) Perum Bulog Regional Division East Java province to the remote areas. Bulog partners consist of SATKER (work units), rice mills, Gapoktan (farmer group), and KTNA (fishermen farmers group flagship). Perum Bulog Regional Division East Java province should not only increase the number of its partners will keep falling, but also must be able to defend it. Many partners who decides cooperation agreed in advance.

To prevent lowering the amount of paddy / rice is absorbed due to a decrease in the number of partners, the agriculture minister to form ambushes program (absorption grain farmers) as partners Bulog by involving the army. However, some cases, the military had difficulty coordinating with Perum Bulog in maximizing procurement of paddy / rice. According to observations of investigators it happened because there was overlap between the pricing policy issued by the president of the SOP (standard operasinal procedur) Sergap program (absorption grain farmers) were issued, so that the program Sergap (absorption grain farmers) can not run optimally. Conflict of HPP (cost of goods purchases) is still low at the market price is the reason farmers are reluctant to heed this program. Coordination patterns are not created properly this will impact on achieving mission objectives and vision. Awaluddin Djamin in Hasibuan (2011: 86) states that the coordination is defined as a cooperative effort between agencies, institutions, units in the execution of certain tasks, so there are complementary, help each other and complement each other. As such coordination can be interpreted as an attempt harmonizing the implementation of tasks and activities in an organization. Communication is an important factor in the success of coordination. If coordination is not going well then most likely the communication within a partnership is not running properly.

3.3 Evaluation of Strategy

Evaluation of the strategy is essential to ensure the objectives set out strategies that can be achieved, by comparing the expected results with the reality, take corrective measures to ensure that the performance according to plan. In addition there pemimpimpin of the respective fields of supervision that are attached. inherent supervision by Nawawi (1989: 15), the process of monitoring, inspection and evaluation of the direct supervisor of the work of his subordinates in order to prevent abuse of power and a deviation from the provisions, rules, regulations and policies that have been set. It can be concluded that the inherent supervision is done by a boss to his subordinates to cultivate, define, identify and assess the results of the implementation of employee jobs with the intent to prevent or minimize the occurrence of errors and deviations beyond than planned.

The activities are routinely done to look at the process of procurement of paddy/rice in Bulog Regional Division East Java province is done by making reports every day. This was done not only to devise measures that will be taken if the absorption of paddy/rice decreased or even excessive, but also to see the supply of gaba/rice and rice price developments in the market. According to investigators, the daily report will be incomplete if there include how many areas that can not be absorbed by SATKER (work unit), so that there are adequate measures to reduce the leakage rate of production. Shortage of infrastructure facilities should also be dilaporankan, what should be added and replaced. Improved post-harvest infrastructure at Bulog also be considered, since many kerugian experienced due to post-harvest processing are still traditional.

4. CONCLUSION

Management strategies applied by Perum Bulog Regional Division East Java province is not maximized. the formulation of strategies that have not been able to cover the problems or obstacles encountered, especially mainsed regulator strategy still regard imports as favorable strength Bulog. Furthermore, from the implementation of the strategy is still hampered by quotas warehousing are still not able to accommodate the overall rice production and post-harvest facilities and infrastructure are still inadequate. It is also exacerbated by the human resources field are less in number and networks such as rice mills continue to decline in number. Nevertheless strategy evaluation conducted every day in the form of managerial reports are very helpful monitoring procurement target this year could be met or not

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