

Improving Employee Competence in Food Logistics Services in Cirebon City

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ABSTRACT

Perum Bulog plays a strategic role in maintaining national food security, but its implementation has not been optimal because employee competencies still need to be improved. Therefore, human resource capacity building is an important factor in strengthening Perum Bulog's performance. This study aims to identify employee competencies in improving food logistics services, as well as obstacles and implementation efforts at Perum Bulog Cirebon. This study used a qualitative descriptive method with an empirical approach. The main informant is the Head of Perum Bulog Cirebon Branch with supporting informants being employees and work partners. Data were obtained through observation, interviews, and documentation, then analyzed through data reduction, data presentation, and conclusion drawing. The research refers to (Spencer & Spencer, 1993) competency theory, which includes motive, traits, self-concept, knowledge, and skills. The results show that employee competency is not yet optimal, especially in terms of knowledge and skills, which is influenced by training that is not yet routine and is still centralized at the head office. Other obstacles include the incompatibility of employees' educational backgrounds, complaints from partners about the quality of rice, and manual administration. Efforts made include branch-based training, strengthening rice quality control, and providing online administrative verification services. Improving employee competency is key to improving food logistics services at Bulog Cirebon.

Keywords: competency; employees; public_service; food_logistics; Perum_Bulog

INTRODUCTION

Food is an essential primary need for humans and must always be available. Food plays a very significant role as it is the main pillar of life; without food, humans cannot survive or develop. As a country with a vast territory and a significant population, Indonesia realizes that food availability is strategically important for the survival of its people. With a length of approximately 5,300 km and a population of more than 280 million, meeting food needs is a challenge and a major responsibility that requires the serious attention of all parties, especially the government, in maintaining national food security and stability (Ari Santoso & Friskila Angela, 2023).

Based on Law Number 18 of 2012 concerning Food, it is stated that Perum Bulog is an institution that has an important responsibility in supervising and maintaining food security at the national level. As a State-Owned Enterprise (SOE) operating in the food logistics sector, Perum Bulog plays a strategic role in ensuring the availability and smooth distribution of staple foods. This is also in line with Government Regulation (PP) Number 13 of 2016 concerning the Public Company Perum Bulog, which emphasizes that in order to support government policies in the food logistics sector and national development, Bulog needs to develop its business by expanding its tasks and business activities.

Perum Bulog is a state-owned enterprise established in 1967 with the responsibility of managing food supplies, especially rice. In addition, Bulog is tasked with procuring and distributing grain and rice in order to fulfill its public service obligations, maintain price stability, and store national food reserves (Rahma Dianti & Devita Sari, 2024). In carrying out its duties, Perum Bulog manages various large-scale and complex food logistics services.

Bulog strives to strengthen its supply chain and establish cooperation with various parties, including farmers, traders, and entrepreneurs. In order for all of the organization's activities to be carried out effectively, it is very important for the organization to have experienced employees with in-depth knowledge (Elfahira Ilma et al., 2024).

The success of this collaboration is greatly influenced by the quality of human resources at Bulog. Therefore, employee competence is an important factor that serves as an effective tool in improving the quality of food logistics services. Employees with good skills will certainly have a high level of commitment to their organization or agency, thereby achieving optimal performance (Hafid et al., 2022). The competencies required to understand the expected performance level for the good or standard category. The determinants of the required competency thresholds will certainly form the basis for the selection, succession, succession planning, performance evaluation, and human resource development processes (Alimi & Pujianto, 2023). To improve employee competence, it is necessary to pay attention to human resource issues, including increasing work motivation, assessment standards, and employee discipline and competence, which must be in line with their positions and abilities. The success or failure of an organization is greatly influenced by the human resource aspects that are implemented, making it imperative for organizations to expect optimal performance from their employees (Woru et al., 2023).

Perum Bulog, located in the city of Cirebon, is a company under the auspices of the Logistics Agency as a state-owned enterprise engaged in food logistics. It plays a significant role in maintaining national food stability, including in the Cirebon area. Perum Bulog Cirebon has the task of maintaining food availability, especially rice for the people of Cirebon, and ensuring that food prices remain affordable. In addition, Bulog also provides various other food logistics services aimed at supporting food security, such as food reserve management, social assistance distribution, and price control in the market.

Perum Bulog Cirebon contributes significantly to food security, but its logistics services are not yet running effectively because there are still a number of employees who are not competent in carrying out their duties, where the level of discipline and competence of employees is not yet fully in line with their respective positions and abilities. Employee work motivation also still depends on the role of leadership. The Cirebon Branch Office has implemented regular sports activities and rewards for each division that successfully achieves its targets as an effort to increase work motivation, but these activities have not been implemented in a formal and sustainable system. In addition, a performance appraisal system using Key Performance Indicators (KPI) has been implemented in each division, but the indicators used are still different and relatively simple, such as payment speed and completion of monthly reports. This condition shows that there is no uniform and structured performance appraisal standard. Therefore, this study focuses on improving employee competence in food logistics services at Perum Bulog Cirebon.

Based on the literature studies that have been conducted, a number of previous studies have discussed the development of human resources and employee competencies in improving organizational performance. Most of the research emphasizes on improving the effectiveness of employee performance through training, competency development, and reward systems in the context of organizations in general. However, studies that specifically examine how employee competencies play a role in improving food logistics services, especially in

institutions that have a strategic role in food distribution such as Perum BULOG, are still relatively limited. In addition, research examining the improvement of employee competency in food logistics services at the regional level, especially in Cirebon City, is still rarely conducted.

One of the relevant studies is the research by Fakhruddin Alimi and Wahyu Eko Pujianto (2023) entitled *The Application of the Human Resource Development System in Improving Employee Performance Competencies of PT ID Express Logistik Indonesia*. The results of the study show that the implementation of a human resource development system through training, seminars, and rewarding has a positive influence on improving employee performance competencies. However, the research focuses more on the development of human resources in the logistics sector in general and has not specifically examined the competence of employees in food logistics services in government institutions that play a role in maintaining food stability.

Therefore, this study seeks to fill the research gap by analyzing the improvement of employee competence in food logistics services at Perum BULOG Cirebon City by using the competency theory proposed by Spencer & Spencer (1993) as an analytical framework. This research is expected to make a theoretical contribution to the development of a study on employee competencies in the food logistics sector, as well as a practical contribution as a recommendation for Perum BULOG in improving the quality of food logistics services through strengthening the competence of human resources.

METHOD

This study used a descriptive qualitative approach that aims to develop concepts, collect data on conditions, events, accumulations, and explain the relationships between elements without testing hypotheses (Mutaqin et al., 2024). Descriptive research emphasizes the importance of an objective description of the actual state of the object being studied. Data collection methods are techniques or methods used to obtain the data needed for research. These methods include various approaches such as observation, interviews, and documentation, selected based on the research objectives and the characteristics of the data to be collected (Sugiyono, 2013).

The data analysis method used in this study is qualitative data analysis. The data analysis process involves three main stages, namely data selection, data presentation, and conclusion drawing. The technique of selecting informants using purposive sampling is the deliberate selection of informants based on certain criteria related to the research objectives. To support the writing of this journal, the author uses informants as data sources (Sugiyono, 2013). The informants used by the researcher consisted of: first, the main informant, namely Perum Bulog, who served as the Head of Perum Bulog Cirebon Branch; and second, supporting informants, namely Perum Bulog Cirebon employees and business partners.

Data triangulation is conducted by comparing information obtained from various data sources, data collection techniques, and different times. The aim is to examine the consistency of findings and strengthen the validity of research results. Thus, the data obtained can be scientifically accounted for and reflect the actual conditions in the field (Sugiyono 2018:335) in (Ratnaningtyas et al., 2023).

Primary data is data obtained directly by researchers. Primary data is obtained through observation, interviews, and documentation. Secondary data sources refer to data obtained

from secondary sources. In this study, secondary data sources consist of reference books, journals, news, and relevant documents (Sugiyono, 2013).

RESULT AND DISCUSSION

Research Result

Perum Bulog Cirebon strives to strengthen the supply chain by collaborating with various stakeholders in the provision of food logistics services. Warehousing, distribution, and administrative activities are carried out based on a structured work system so that the organization's objectives of maintaining food availability, affordability, and stability can be achieved. To ensure the effectiveness of all these activities, it is necessary to have experienced employees with adequate knowledge to carry out their duties.

Employee competency is an important element in understanding the expected level of performance, both in the standard and good categories. Determining the required competency limits serves as the basis for the selection, succession, career planning, performance evaluation, and human resource development processes. Thus, the results of this study place competency as a major aspect in analyzing the implementation of food logistics services at Perum Bulog Cirebon.

In line with this, the performance of employees at Perum Bulog Cirebon has been measured through the implementation of a Key Performance Indicator (KPI) assessment system in each division, with indicators that are still varied and relatively simple, such as payment speed and completion of monthly reports. This situation shows that there is still no uniform and structured performance assessment standard across all work units. The KPI currently applied tend to focus on the final results of the work, while aspects of the work process such as accuracy, understanding of procedures, inter-departmental coordination skills, and mastery of the logistics information system have not been clearly measured. As a result, employee performance measurements have not been able to fully describe the competencies required in the implementation of food logistics services.

This condition is then reinforced by the application of *Akhlak* core values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) in daily work activities. In terms of discipline, each employee makes it a habit to prepare a schedule or list of tasks for the following day. As part of a state-owned enterprise, Perum Bulog Cirebon also conducts routine *Morning Prayers for Us* (DONITA) before starting work and records the work plans to be carried out. This habit demonstrates an effort to foster a regular and responsible work attitude. Thus, employee competence in their work becomes more focused and structured, and helps ensure that no tasks are overlooked in the implementation of food logistics services. This shows that even though the performance appraisal system through KPI is not yet fully standardized in measuring all aspects of competence, the formation of work attitudes through the application of *Akhlak* values also supports the consistent implementation of employee duties in daily operational activities.

One example of the implementation of operational procedures in food logistics services that reflects employee competence can be seen in warehousing activities. Employees routinely check the condition of rice to ensure that quality is maintained during storage. Employees carefully record every item that enters and leaves the warehouse and match the physical stock with the administrative reports. This accuracy is done to avoid data errors that could affect the

distribution process. During the distribution process, employees coordinate with the transportation and administration departments to ensure that rice collection by partners runs on time according to the destination. Employees also ensure that the quality of Bulog products is maintained and strive to maintain food price stability in the community through the implementation of distribution in accordance with regulations. In administrative services, employees serve document and data needs with an open, friendly, and communicative attitude towards those who need it. This ensures smooth communication and harmonious working relationships.

Based on the interview results, employees stated that work in the food logistics service sector requires precision, responsibility, and interdepartmental cooperation. Work is also carried out in accordance with Standard Operating Procedures (SOP) based on three main pillars, namely availability, affordability, and stabilization. In addition, employees carry out their service duties through Public Service Obligation (PSO) activities as a form of direct service to the community in meeting food needs.

Based on the results of observations and interviews conducted by researchers, it appears that the implementation of food logistics services at Perum Bulog Cirebon has been carried out in accordance with established procedures. The application of KPI in each division shows that there are efforts to control employee performance, but the indicators used are not yet uniform and do not fully measure all aspects of the work process and employee competencies. On the other hand, the implementation of *Akhlak* core values through the habit of preparing work schedules, implementing DONITA, and complying with SOP shows that employees have a disciplined attitude, a sense of responsibility, and good work habits.

However, several obstacles were encountered during the implementation of the project. Some employees have difficulty mastering the logistics information system and food distribution technology, so they still rely on work experience and manual recording. This condition causes inefficiency in the work process and makes it difficult for partners to carry out their business activities. The diverse educational backgrounds of employees also affect the speed of understanding operational standards. This causes some employees to take longer to understand the operational procedures in accordance with the established standards. In addition, training and technical guidance, which are only organized by the head office and are not scheduled regularly, also affect the smooth running of work in the field. If training is carried out on a scheduled and continuous basis, employee competence can be optimized. Nevertheless, in general, employees continue to demonstrate discipline, responsibility, and the habit of working according to procedures in carrying out food logistics services at Perum Bulog Cirebon.

Thus, the competence of employees at Perum Bulog Cirebon shows good conditions in terms of work attitude and discipline, but is still not optimal in terms of knowledge and skills, especially in mastering logistics information systems and food distribution technology, which are not yet fully supported by regular and structured training.

Results of Discussion

Referring to the results of observations and interviews conducted by researchers on the improvement of employee competence in food logistics services in the city of Cirebon, with reference to the Competence theory proposed by Spencer & Spencer, 1993 as an analytical tool, the following results were obtained:

Employee Competence in Improving Food Logistics Services at Perum Bulog Cirebon

1. Motives

Motive is one of the important components in individual competencies that affect work behavior. (Spencer & Spencer, 1993) explains that motives are internal drives that consistently lead individuals to act in achieving certain goals in their work. Motifs can be categorized into two main types, namely intrinsic motifs and extrinsic motifs. Intrinsic motives come from within the individual, such as the desire to contribute to society and obtain personal satisfaction at work. Meanwhile, extrinsic motives are influenced by external factors such as awards, recognition, and financial incentives (Kusumadewi & Rosdiana, 2024). These two types of motives play an important role in shaping individual characteristics and competencies in carrying out their duties optimally.

Referring to the results of interviews with the Leadership of Perum Bulog Cirebon, Perum Bulog Cirebon has implemented a performance assessment system through Key Performance Indicators (KPI) which is carried out periodically every quarter, starting from the first quarter to the fourth quarter. This assessment system is the basis for determining the performance achievements of each employee. The results of the assessment are then used as a reference in providing incentives to employees. One form of award given is the IKA Bonus (Performance Incentive), which is a financial incentive given to employees with good performance achievements. In addition, non-financial awards such as appreciation from superiors are also given as a form of recognition for employee performance.

The implementation of the performance appraisal system and the provision of incentives shows that there are organizational efforts to increase employee work motivation through extrinsic factors. In the perspective of Spencer & Spencer (1993) theory, the giving of rewards and recognition is an external stimulus that can strengthen the individual's motivation to work more optimally. With a clear and measurable performance appraisal system, employees are encouraged to achieve the targets set by the company.

The results of interviews with Perum Bulog Cirebon employees also show that there is intrinsic motivation in the implementation of work. The employees feel that the work they do has a direct contribution to meeting the community's food needs. Awareness of the importance of the organization's role in maintaining food stability is an internal encouragement for employees to carry out their duties to the maximum. This condition shows that intrinsic motives come not only from personal interests, but also from the social values inherent in the work.

In addition, the results of interviews with partners show that Perum Bulog Cirebon is considered to provide responsive services in the rice procurement and delivery process. When partners need assistance or adjustments in distribution activities, Bulog provides a quick and clear response so that sales activities can run smoothly. This responsiveness

reflects a strong work drive from employees to provide optimal service to partners and the community.

Based on these findings, it can be concluded that the work motives of Perum Bulog Cirebon employees are influenced by a combination of intrinsic and extrinsic factors. The performance assessment system and incentive provided by the organization are able to strengthen employee motivation in achieving optimal performance. These findings are in line with the theory of Spencer & Spencer (1993) which states that motive is a factor that influences an individual's work behavior in achieving effective and sustainable performance.

2. Traits

Character is one of the important elements in individual competence which is formed from the values, attitudes, and views that a person has and is then reflected in daily work behavior. In the context of the organization, the character of employees can be seen through a positive attitude towards work, discipline, and commitment in carrying out duties professionally. Employees who have a strong character generally show skills, knowledge, a positive attitude, and a high interest in the work being carried out (Sapruzi et al., 2023).

Based on the results of interviews with the main informant, it is known that as part of a State-Owned Enterprise (BUMN), Perum Bulog implements the basic organizational values reflected in *Akhlak's* core values, namely Trust, Competent, Harmonious, Loyal, Adaptive, and Collaborative. These values are a guideline for all employees in carrying out their duties and responsibilities. In addition, the organization also implements strict disciplinary rules, especially related to employee attendance. Working hours start at 08.00 WIB and end at 17.00 WIB at the earliest. Employees who are not disciplined in carrying out work rules will receive poor performance appraisals, which can ultimately have an impact on the amount of incentives received and opportunities to get promotions.

This statement is supported by the results of interviews with supporting informants who are employees of Perum Bulog Cirebon. The informant said that in carrying out daily work, employees usually make a schedule or list of work to be done the next day. Every work activity, including routine activities such as Morning Prayer for Us (DONITA) and other operational tasks, is recorded in advance as a form of work planning. Through this planning, employees can carry out work in a more structured, directed, and minimized the possibility of missed tasks.

The findings were also strengthened by the results of interviews with partners who stated that Perum Bulog Cirebon employees showed a polite, responsive, and responsible attitude in interacting with partners. In addition, employees are also considered to have a friendly attitude so that communication can run smoothly and work relationships are maintained in harmony. In carrying out their duties, Bulog employees are considered to have worked professionally and carried out their work in accordance with the applicable standard operating procedures (SOP). The application of good work ethics allows every problem or obstacle that arises to be handled appropriately and in accordance with organizational procedures.

Based on the findings of the interviews and observations carried out, it can be analyzed that the application of company values and the enforcement of work discipline by the leadership of Perum Bulog Cirebon play an important role in shaping the character of

professional and responsible employees. The application of these values encourages employees to work more organically, directed, and disciplined in carrying out their duties. Thus, the character of employees formed through positive organizational values and work culture also supports the improvement of service quality in food logistics management.

3. Self Concept

Self concept is the attitude, values, and views that individuals have towards themselves which are reflected in work behavior. This concept is related to how individuals understand their roles, interpret the responsibilities given, and adapt behavior to the values embraced in the organization. These attitudes and values can be seen through how individuals respond to the tasks, responsibilities, and policies that apply in the organization (Pamungkas & Aulia, 2025).

Based on the results of the interview with the Chairman of Perum Bulog Cirebon, it is known that Bulog employees have a fairly strong understanding of Bulog's strategic role in maintaining national food security. Every time there is a new policy or program from the government, Bulog immediately holds an internal meeting to discuss policy concepts, implementation mechanisms, budget needs, and operational steps that need to be taken. The coordination process aims to ensure that every employee has the same understanding of the policies that must be implemented by the organization.

This statement was strengthened by the results of interviews with Perum Bulog Cirebon employees who said that every new policy or program from the government is always socialized through internal meetings. In the meeting, various aspects of implementation were discussed, ranging from program concepts, operational mechanisms, to targets that must be achieved by the organization. Employees understand that every mandate or task given by the government must be carried out in accordance with the provisions and targets that have been set. This shows that employees have awareness of the important role of Bulog in supporting government programs and maintaining food stability for the community.

In addition, the results of interviews with partners also show that Perum Bulog Cirebon employees are able to provide clear information related to changes in policies and service procedures. When there is a change in policy or the availability of stock of goods is not available, employees still provide explanations to partners regarding the estimated time to pick up goods and the number of deliveries that can be made in one week. This attitude shows that there is a good understanding from employees of the service responsibilities that must be given to partners.

Based on the results of interviews and observations conducted, the researcher analyzed that Perum Bulog Cirebon employees have a good understanding of the role of the organization and the responsibilities that must be carried out in supporting government policies in the food sector. This understanding is reflected in the ability of employees to adjust the actions and services provided to partners and the community. Thus, the self-concept owned by employees plays a role in supporting the implementation of organizational programs effectively and ensuring that food logistics distribution can run well.

4. Knowledge

Knowledge is the level of understanding and information that individuals have related to the work being carried out. This knowledge can be obtained through the formal education process as well as work experience owned by individuals. Through work experience, a person will experience a continuous learning process so that they are able to improve understanding, skills, and attitudes that support self-development in dealing with various changes in the work environment. Thus, individuals who have adequate work experience tend to be more skilled and able to carry out their job duties more effectively (Syihabuddin Taufiq et al., 2022).

Based on the results of interviews with supporting informants who are employees of Perum Bulog Cirebon, it is known that the implementation of training and technical guidance in the field of food logistics is generally organized by the head office. Employees have participated in several training activities related to food logistics management. However, the training is generally carried out online and is not held regularly. In addition, the employee's educational background is not fully in accordance with the field of work carried out. This condition causes the development of employee knowledge to not be able to take place optimally or sustainably.

This statement was strengthened by the results of an interview with the main informant, namely the Head of the Cirebon Branch of Perum Bulog who said that the branch office did not organize the training independently. All employee training and competency development activities are carried out by the head office, both through online training and training held directly at Bulog Corporate University (CORPU). This shows that the process of developing employee knowledge at the branch level is still highly dependent on the policies and training programs set by the head office.

In addition, the results of interviews with partners show that Bulog employees generally respond quite well in responding to complaints submitted by partners. Employees usually provide directions, solutions, and replace items whenever possible. However, the handling of complaints related to the quality of goods sometimes cannot be completed optimally because they have to follow the procedures set by the head office. The partners also said that the quality of the rice received was sometimes not fully in accordance with expectations, so efforts were still needed to improve the quality management of goods by Bulog.

Based on the findings of interviews with key informants, supporting informants, and partners, the researcher analyzed that the knowledge development of Perum Bulog Cirebon employees still faces several limitations, especially in terms of the implementation of training that has not been carried out regularly and the incompatibility between the educational background and the field of work carried out. This condition shows that efforts to increase employee capacity at the branch level still need to be strengthened so that employee knowledge and competence can develop more optimally and sustainably in supporting food logistics management.

5. Skills

Skills are the ability of individuals to perform a certain task, both physically and mentally. Skills reflect the practical abilities a person has in applying the knowledge they have to complete the job effectively. By knowing the level of competency of employee

skills, organizations can carry out human resource planning more appropriately in order to achieve the expected goals (Sari et al., 2023).

In the context of improving food logistics services in Cirebon City, the results of interviews with the main informant, namely the Head of Perum Bulog Cirebon Branch, show that every employee is required to be able to dynamically adjust to various changes that occur in the organization. Employees' adaptability can be seen through the implementation of tasks and work practices after participating in training activities. The effectiveness of training is usually measured by the extent to which employees are able to apply the knowledge and skills gained in the implementation of daily tasks. If employees are able to implement the results of the training in their work, then the training is considered to have a positive impact on improving employee competence.

However, there are still several obstacles faced in the development of employee skills at the branch level. One of them is the limited control of logistics information systems and food distribution technology. Some modern logistics information systems, such as the Bossfood platform, have not been fully implemented in Cirebon branch offices and are generally only used in big city areas such as Jakarta. This condition causes the use of technology in food logistics management at the branch level to not run optimally.

The findings are also supported by the results of interviews with supporting informants who are employees of Perum Bulog Cirebon. The informant said that employees hoped that there would be a more regular implementation of education and training, for example once every two months. So far, training is still relatively rarely carried out and is usually only held at a certain momentum. In addition, some employees also need to improve communication skills, such as basic marketing skills and public speaking skills in order to interact with the community more effectively.

Meanwhile, the results of interviews with partners show that Bulog employees in general have been able to carry out the distribution service process quite well. The process of picking up goods is usually carried out directly by partners so that employee involvement in direct distribution is relatively limited. However, if there are obstacles in the distribution process, employees still show a responsive attitude by providing directions and solutions through communication with partners.

Based on the results of interviews and observations conducted, the researcher analyzed that the development of employee skills at Perum Bulog Cirebon Branch still faces several challenges. The problems faced are not only related to the adaptability of employees, but also to the limitations of technology system support and the implementation of training programs that have not been carried out regularly. Limited access to modern logistics information systems and lack of training intensity cause employee competency development to not be able to run optimally. In addition, the need to improve communication skills such as basic marketing and public speaking skills shows that the development of soft skills also needs to be a concern in efforts to improve the quality of food logistics services.

Challenges Faced by Employees Related to Competence in the Implementation of Food Logistics Services at Perum Bulog Cirebon

The obstacles in implementing food logistics services at Perum Bulog Cirebon to improve employee competence are as follows. **First**, there are still employees whose educational backgrounds are not entirely relevant to the tasks they perform. According to the Head of the Perum Bulog Cirebon Branch, this condition creates obstacles. This is evident in the process of employee adaptation to technical tasks in the food logistics sector, where some employees need more time to understand the operational procedures in accordance with standards. In addition, training that is centralized at the head office means that branch employees have to wait for the official training schedule, so that its implementation is not always flexible. **Second**, there have been complaints from partners regarding the quality of goods supplied, particularly rice, which is considered to not meet the expected quality standards. **Third**, administrative processes are still carried out manually, so partners must come directly to the office even though orders have been placed through the application. This results in inefficiency and makes it difficult for partners to carry out their business activities.

Efforts Made to Improve Employee Competence in Supporting Food Logistics Services at Perum Bulog Cirebon

Perum Bulog Cirebon considers training to be a very important effort in improving the competence of employees in the food logistics service sector, as stated by the Head of the Cirebon Branch Office. **First**, there is a need for more intensive additional training for employees so that they can adapt to the demands of the job. The training design is carried out using a bottom-up approach, where the branch office compiles recommendations based on real needs, including the types of training and areas that require capacity building. **Second**, Perum Bulog Cirebon strives to take various measures to improve the quality of rice supplied, including tightening quality control of staple foods from the stage of receipt from suppliers, as well as reviewing and refining procurement and distribution procedures to better comply with applicable operational standards. **Third**, efforts include providing online verification and confirmation services so that administrative processes can run more quickly and accurately without requiring partners to come directly to the office. In addition, Bulog is also increasing staff capacity through training and guidance on electronic transaction systems so that staff can support and facilitate partners in using digital services effectively, maintaining smooth processes, and improving overall operational efficiency.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that employee competency at Perum Bulog Cirebon demonstrates uneven development across the five competency indicators established by Spencer & Spencer (1993). Motives, trait, and self-concept indicators have reached an optimal level, as evidenced by employees' genuine commitment to supporting food security missions, strong work discipline and responsibility, as well as loyalty and a sound understanding of government programs. However, the knowledge and skills indicators remain suboptimal, constrained by educational backgrounds that are not fully aligned with job responsibilities, irregular and centralized training provision from the head office, and limited mastery of logistics information systems and food distribution technology at the branch level. These competency gaps have contributed to operational

obstacles, including partner complaints regarding rice quality that does not consistently meet standards and the persistence of manual administrative processes despite the adoption of online ordering systems, resulting in inefficiencies that undermine service delivery. In response, Perum Bulog Cirebon has undertaken improvement efforts centered on a bottom-up, field-needs-based training strategy, rice quality control, refinement of procurement and distribution procedures, and the gradual digitalization of administrative processes supported by capacity-building initiatives. For future research, it is recommended that studies employ a quantitative or mixed-methods approach to measure the direct impact of specific training interventions on employee performance indicators, thereby providing a more empirically rigorous basis for evaluating competency development programs. Future studies could also examine the effectiveness of digitalization initiatives within Perum Bulog branches more broadly comparing multiple regional offices to identify best practices in integrating technology adoption with employee capacity development, and to formulate a replicable competency improvement model applicable across State-Owned Enterprise (SOE) logistics institutions in Indonesia.

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