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The Role Of Perum Bulog Yogyakarta Regional Kantor In Improving Soft Skills To Manage Conflicts Of Interest Between Company Operational Standards And External Pressure On The Sergab Program

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Abstract

This This study aims to analyze the role of soft skills in supporting the implementation of the Farmers' Grain Absorption Program (SERGAP) at Perum BULOG in addressing external pressures and conflicts related to grain quality standards. This research employed a qualitative approach using interviews, observations, and documentation as data collection techniques. The findings indicate that the effectiveness of the SERGAP program is influenced not only by technical procedures and operational standards, but also by soft skills such as adaptability, communication, creativity, and problem-solving abilities, which help officers manage conflicts and respond to dynamic field conditions. In addition, the implementation of the program reflects the principles of good governance, including transparency, accountability, participation, and responsiveness, which contribute to maintaining public trust and improving coordination among stakeholders. Therefore, this study highlights the importance of interpersonal competencies and adaptive capabilities in supporting the effectiveness of public policy implementation.

Keywords: soft skills, SERGAP, BULOG, conflict management, good governance

INTRODUCTION

The agricultural sector plays an important role in supporting national food security and maintaining economic stability through programs aimed at protecting farmers' welfare and stabilizing grain prices. One of the major food security programs implemented in Indonesia is the Farmers' Grain Absorption Program (SERGAP), conducted by Perum

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BULOG as a state-owned enterprise responsible for maintaining national food reserves. However, the implementation of the SERGAP program often faces operational and social challenges, particularly regarding discrepancies between BULOG grain quality standards and farmers' expectations that all harvested grain should be absorbed. Environmental conditions and infrastructure limitations also influence grain quality and create external pressures during policy implementation (Kuntariningsih et al., 2023).

Cherusheva (2023) explained that soft skills are non-technical competencies that help individuals interact effectively and respond to organizational challenges. In public organizations, these competencies are essential because policy implementation involves direct interaction with communities and stakeholders who often have different interests and expectations. Previous studies found that communication, adaptability, and creativity improve decision-making quality and support conflict management in public policy implementation (Wahyuni et al., 2021). In the context of the SERGAP program, field officers are required not only to comply with operational standards but also to maintain effective communication with farmers to reduce misunderstandings and social tensions.

In addition, public policy implementation is closely related to good governance principles, including transparency, accountability, participation, and responsiveness. According to Andelkovic (2023), public institutions are required to implement policies fairly and responsibly while maintaining public trust. In the SERGAP program, these principles are reflected in the coordination between BULOG, agricultural extension officers, and local stakeholders in responding to dynamic field conditions. Although previous studies have discussed soft skills and governance in public organizations, limited research has specifically examined their roles in agricultural absorption programs such as SERGAP. Therefore, this study aims to analyze the role of soft skills in supporting the implementation of the SERGAP program and managing conflicts related to grain quality standards within the framework of good governance principles.

Objectives

This article intends to analyze the implementation of the Farmers' Grain Absorption Program (SERGAP) at Perum BULOG, this study aims to:

1. Analyze the operational realities and field dynamics faced by officers in the implementation of the Farmers' Grain Absorption Program (SERGAP) at Perum BULOG Regional Office of Yogyakarta.

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2. Identify the external challenges encountered by officers during the implementation of the SERGAP program, particularly those related to social, technical, and environmental factors.
3. Examine the role of adaptability, communication, and problem-solving abilities in supporting the implementation of the SERGAP program and managing field-level conflicts.
4. Analyze the strengthening of soft skills in improving the effectiveness of the SERGAP program implementation at Perum BULOG Regional Office of Yogyakarta.

LITERATURE REVIEW

Operational Realities in Public Program Implementation

Public program implementation refers to the process of executing policies carried out by government institutions or public organizations to achieve predetermined objectives. In practice, policy implementation is influenced not only by administrative procedures but also by social conditions, economic factors, and dynamic situations in the field, which often create gaps between formal policy planning and operational realities. In addition, public organizations frequently face coordination challenges, communication barriers, and limitations in resources and infrastructure that affect program effectiveness. Therefore, the success of policy implementation depends on the ability of organizations to adapt to changing field conditions, maintain stakeholder coordination, and respond effectively to operational challenges in order to preserve policy effectiveness and public trust (Kuntariningsih et al., 2023).

External Challenges in Program Implementation

The implementation of public programs is often influenced by various external challenges that emerge during the policy execution process, including social conditions, environmental factors, and economic dynamics that may hinder the achievement of program objectives. Public organizations are frequently required to adjust policy implementation to actual field conditions and community expectations, which often create pressures and conflicts of interest during implementation. In addition, environmental conditions, infrastructure limitations, and inconsistencies in agricultural product quality may reduce the effectiveness of food-related public policies, while limited public understanding and access to information can increase resistance toward government programs. Therefore, public organizations need adaptive strategies and effective

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communication approaches to manage external pressures, maintain public trust, and support policy sustainability (Nadila & Dupi, 2023).

The Role of Adaptability, Communication, and Problem-Solving

Adaptability, communication, and problem-solving are essential competencies in supporting the effectiveness of public program implementation, particularly in organizations that directly interact with communities. Adaptability enables public officers to respond flexibly to changing conditions, while communication helps build mutual understanding and maintain harmonious relationships with stakeholders. In addition, problem-solving skills assist officers in identifying appropriate solutions to operational and social issues arising during policy implementation. These competencies are closely interconnected and play a crucial role in helping organizations manage complex and dynamic public service environments (Agustin et al., 2023).

Moreover, effective communication and problem-solving abilities contribute significantly to conflict management in public organizations. Interpersonal communication and adaptive capabilities are important in reducing conflicts of interest between formal policies and community expectations. Creativity and communication skills also support public officers in developing flexible solutions without violating formal procedures. Therefore, these competencies are considered strategic soft skills that support effective public policy implementation and organizational stability (Rahmawati & Prasetyo, 2024).

Strengthening Soft Skills to Improve Effectiveness

Soft skills in human resource management refer to non-technical competencies related to communication, adaptability, teamwork, creativity, and problem-solving abilities that enable individuals to interact effectively in the workplace. In modern organizations, these competencies are considered essential factors influencing both individual and organizational performance rather than merely complementary abilities (Mulyadi et al., 2022). In the public sector, strengthening soft skills is particularly important because public officers frequently encounter dynamic social situations and complex operational challenges that require effective interpersonal interaction and collaborative decision-making. Furthermore, communication, adaptability, and conflict management abilities contribute significantly to policy implementation effectiveness and organizational performance, especially in food and public service sectors. Therefore, strengthening soft skills is necessary to support responsive, effective, and sustainable public service delivery (Kurniawan et al., 2023).

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RESEARCH METHOD

This study employed a qualitative research approach to examine the role of soft skills in supporting the implementation of the Serap Gabah Petani (SERGAP) program at Perum BULOG. The qualitative method was selected to obtain an in-depth understanding of field dynamics, particularly regarding conflict management, external pressures, and decision-making processes during program implementation. Data collection was conducted through interviews, observations, and documentation to capture operational realities and social interactions among stakeholders involved in the program (Creswell, 2014). The interview process involved five key informants consisting of two BULOG staff members, two agricultural extension officers (PPL), and one Babinsa who were directly involved in the implementation of the SERGAP program.

The data analysis in this study followed the interactive model proposed by Miles et al. (2014), which includes data collection, data reduction, data display, and conclusion drawing. The collected data were systematically organized and interpreted to identify themes related to soft skills, conflict management, and governance practices. To ensure the credibility of the findings, this study applied triangulation techniques by comparing data obtained from interviews, observations, and documentation. This approach strengthened the consistency and reliability of the research findings.

RESULT

This section presents the findings of the study based on interviews, observations, and documentation regarding the role of soft skills in the implementation of the SERGAP program at Perum BULOG. The findings indicate that the program implementation requires coordination among BULOG officers, Agricultural Extension Officers (PPL), and Babinsa in managing operational challenges and maintaining stakeholder relationships Miles et al. (2014).

The results also show that conflicts frequently emerge due to discrepancies between grain quality standards and farmers' expectations. In addressing these challenges, BULOG officers apply adaptability, communication, creativity, and problem-solving skills through persuasive communication, collaborative coordination, and alternative solutions for farmers. Therefore, the effectiveness of the SERGAP program is influenced not only by technical compliance but also by soft skills that support conflict management and effective public policy implementation.

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Table 1 ***Identification of Research Informants***

No	Informant Code	Role/Position
1	FM	BULOG Procurement Staff
2	WY	BULOG Procurement Staff
3	P1	Agricultural Extension Officer
4	P2	Agricultural Extension Officer
5	BS	Babinsa

Table 1 presents the profile of research informants involved in this study. The selection of informants reflects the key stakeholders. This composition ensures that the data represent multiple perspectives, allowing for a more comprehensive understanding of field dynamics and strengthening the validity of the findings.

Table 2 ***Credibility Test Results Using Technique Triangulation***

Verified Information	Interview Findings (FM, WY, P1, P2, BS)	Field Observation	Documentation
SERGAP Implementation	Involves coordination among BULOG, PPL, and Babinsa	Coordination observed directly in field activities	Photos show multi-party involvement
Grain Absorption Mechanism	Grain must meet quality standards before purchase	Quality inspection process observed	Documentation shows inspection activities
Constraints in Absorption	Grain quality (e.g., high moisture) becomes main issue	Variation in grain quality observed	Photos confirm inconsistent grain conditions
Role of PPL & Babinsa	PPL acts as mediator, Babinsa ensures social stability	Active involvement observed	Documentation confirms their presence

Table 2 demonstrates the results of triangulation across three data collection techniques: interviews, observations, and documentation. The consistency of information across these sources indicates a high level of data credibility. This confirms that the

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findings accurately reflect field conditions, particularly regarding coordination mechanisms, operational procedures, and challenges in grain absorption.

Table 3 Data Reduction Results

Informant	Statement Summary	Issue Focus
BULOG Staff	Farmers expect all grain to be absorbed despite quality issues	Conflict of interest
BULOG Staff	Need to explain quality standards to farmers	Communication adaptability
PPL	Assist farmers in understanding standards	External facilitation
PPL	Provide technical solutions to improve quality	Solution development
Babinsa	Maintain social stability during dissatisfaction	Social control

Table 4 Interpretation of Data Analysis

Theme	Findings	Analytical Meaning
Adaptability	Persuasive communication	Flexibility in maintaining social relations
Creativity	Alternative solutions by PPL	Initiative in problem handling
Problem-solving	Conflict mediation by Babinsa	Cross-sector collaboration effectiveness

Table 4 provides the final interpretation of the analyzed data by linking themes with their analytical meanings. The table shows that adaptability contributes to maintaining relationships, creativity supports solution development, and problem-solving enhances collaborative conflict resolution. These findings emphasize the strategic role of soft skills in ensuring the effectiveness of the SERGAP program.

Operational Realities in the Implementation of the SERGAP Program

Based on the results of data presentation (display data), the subtopic of operational realities,

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The findings show that the implementation of the SERGAP program at Perum BULOG Regional Office Yogyakarta involves coordination among BULOG staff, Agricultural Extension Officers (PPL), Babinsa, and farmer groups. FM explained that BULOG officers ensure grain absorption activities comply with government regulations and operational standards, while WY emphasized the importance of coordination with stakeholders during implementation. In addition, P1 stated that PPL officers assist farmers and provide information regarding grain quality standards required by BULOG. These findings indicate that the implementation of the SERGAP program depends not only on administrative procedures but also on collaboration, communication, and social coordination among stakeholders.

External Challenges in the Implementation of the SERGAP Program

Based on the results of data presentation (display data), the subtopic of External Challenges realities,



The findings indicate that the implementation of the SERGAP program faces various external challenges related to technical, social, and environmental factors. FM explained that grain quality problems mainly involve high moisture content and germinated grain, while WY added that grain is sometimes mixed with impurities such as straw and small stones. In addition, P2 emphasized that unpredictable weather conditions and improper

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harvesting and storage methods often reduce grain quality before the selling process. These findings show that the implementation of the SERGAP program is influenced not only by operational standards but also by social expectations and environmental pressures.

The Role of Adaptability, Communication, and Problem-Solving

Based on the results of data presentation (display data), the subtopic of Adaptability, Communication, and Problem-Solving realities,



The findings reveal that adaptability, communication, and problem-solving are the primary soft skills used by field officers in implementing the SERGAP program. FM and WY explained that adaptability and problem-solving are the most frequently used skills in responding to dynamic field conditions, while FM also stated that officers communicate grain quality standards to farmers in a communicative and persuasive manner. In addition, P2 emphasized that extension officers help explain grain rejection and provide suggestions to improve grain quality, whereas BS stated that good communication helps manage field situations and reduce potential conflicts. These findings indicate that the successful implementation of the SERGAP program depends not only on technical compliance but also on effective communication, adaptability, and collaborative problem-solving among stakeholders.

Strengthening Soft Skills to Improve the Effectiveness of the SERGAP Program

Based on the results of data presentation (display data), the subtopic of Strengthening Soft Skills realities,

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The findings show that soft skills strengthening within the SERGAP program occurs continuously through field experience, coordination, and direct interaction with farmers. FM explained that most conflicts in the field are related to communication between officers and farmers, while WY emphasized that adaptability, creativity, and problem-solving are highly effective in handling field-level conflicts. In addition, BS stated that BULOG officers have good communication skills that help manage conflicts effectively, whereas P2 explained that communicative and persuasive approaches help farmers better understand grain quality standards and reduce potential misunderstandings. These findings indicate that soft skills development is not limited to formal training but also grows through practical experience and daily operational activities, contributing significantly to stakeholder coordination, conflict management, and public trust in the implementation of the SERGAP program.

DISCUSSION

Operational Realities and Field Dynamics in the Implementation of the SERGAP Program

The findings indicate that the implementation of the SERGAP program at Perum BULOG Regional Office of Yogyakarta is influenced not only by technical and administrative aspects but also by social dynamics and field conditions. Officers faced challenges related to grain quality, limited drying facilities, and farmers' understanding of quality standards, which required adaptability, communication, and interpersonal approaches in managing field situations. These findings Kuntariningsih et al. (2023), who emphasized that the success of food programs is strongly influenced by stakeholder coordination and social interaction.

In addition, this study shows that operational dynamics are shaped not only by institutional factors but also by farmers' expectations regarding grain absorption. Sutrisno

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et al. (2023) explained that organizational flexibility is important in responding to changing field conditions, while this study demonstrates that adaptability is also required at the individual level among field officers. Therefore, the effectiveness of the SERGAP program depends on the ability of officers to balance compliance with SOPs and adjustment to community conditions in the field.

External Challenges in the Implementation of the SERGAP Program

The findings show that the implementation of the SERGAP program faces external challenges related to technical, social, and environmental factors. Technical challenges are associated with grain quality that often does not meet BULOG standards, while social challenges arise from farmers' expectations that all harvests should still be absorbed. In addition, unpredictable weather conditions affect grain drying and quality, creating further obstacles in program implementation. These findings support De Dreu and Gelfand (2020), who argued that public policy implementation is strongly influenced by external pressures and dynamic field conditions.

Furthermore, found that environmental conditions, infrastructure limitations, and differences in interests between communities and public organizations often create conflicts in policy implementation. This study also confirms Nadila and Dupi (2023), who explained that limited public understanding of government policies may reduce program effectiveness. However, this study extends previous findings by showing that farmers' economic pressures intensify conflicts and misunderstandings regarding grain quality standards.

The Role of Adaptability, Communication, and Problem-Solving in the Implementation of the SERGAP Program

The findings indicate that adaptability, communication, and problem-solving skills are essential in supporting the effectiveness of the SERGAP program implementation. Field officers are required to adjust communication approaches, explain policies persuasively, and make decisions based on social conditions within the community. These findings show that public policy implementation requires not only technical competencies but also interpersonal skills to respond effectively to dynamic field conditions (Agustin et al., 2023).

Furthermore, the findings consistent with Rahmawati and Prasetyo (2024), who emphasized that soft skills and collaborative problem-solving play important roles in managing conflicts in the public sector. This study extends previous findings by showing

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that interpersonal communication is essential in maintaining good relationships with farmers during the implementation of the SERGAP program. In addition, Wahyuni et al. (2021) explained that creativity and communication improve decision-making quality, which is also reflected in this study through BULOG officers' efforts to provide alternative solutions regarding grain handling and quality standards.

Strengthening Soft Skills to Improve the Effectiveness of the SERGAP Program

The findings indicate that soft skills strengthening in the SERGAP program is developed through field experience, cross-sector coordination, and direct interaction with the community. This process occurs continuously through situational learning when officers encounter operational challenges in the field. These findings demonstrate that soft skills development in public organizations is achieved not only through formal training but also through practical experience in daily operational activities (Cherusheva, 2023).

Furthermore, the findings consistent with Kurniawan et al. (2023), who emphasized that soft skills improve communication, coordination, and decision-making effectiveness in public organizations. This study extends previous findings by showing that field experience becomes an effective learning medium for developing interpersonal competencies among public officers. In addition, explained that interpersonal communication and conflict management significantly contribute to organizational performance, which is also reflected in this study through BULOG officers' ability to balance compliance with SOPs and social relationships with farmers.

CONCLUSION

First, this study concludes that the implementation of the SERGAP program at Perum BULOG Regional Office Yogyakarta is carried out through coordination among BULOG officers, Agricultural Extension Officers (PPL), and Babinsa in ensuring that grain absorption activities run according to government standards and operational procedures. The findings indicate that the implementation process is not only administrative and technical in nature but also involves dynamic social interactions among stakeholders in the field. Therefore, effective coordination and communication among all parties are essential in supporting the implementation of the SERGAP program.

Second, the study finds that the implementation of the SERGAP program faces various external challenges related to technical, social, and environmental factors. Technical challenges mainly involve grain quality that often does not meet BULOG standards due to high moisture content, improper storage, and weather conditions. In

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addition, social pressures arise because farmers expect all harvested grain to be absorbed by BULOG, while limited understanding of grain quality standards may create misunderstandings and conflicts during the absorption process.

Third, this study concludes that adaptability, communication, and problem-solving skills play a significant role in supporting the effectiveness of the SERGAP program implementation. BULOG officers apply persuasive communication and collaborative coordination to explain policies, reduce tensions, and identify solutions acceptable to both institutions and farmers. These findings demonstrate that the success of public policy implementation depends not only on compliance with standard operating procedures but also on interpersonal competencies in managing social dynamics and field-level conflicts.

Fourth, this study finds that soft skills strengthening occurs continuously through field experience, stakeholder coordination, and direct interaction with the community during program implementation. The findings indicate that communication, adaptability, creativity, and problem-solving abilities help officers maintain stakeholder relationships, manage conflicts, and improve coordination among parties involved in the program. Therefore, this study emphasizes that strengthening soft skills is important in supporting effective, responsive, and sustainable public policy implementation within the agricultural sector.

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