

**SATISFACTION LEVEL OF RICE FARMERS TOWARD PARTNERSHIP PROGRAM WITH CORPORATE LOGISTICS (PERUM BULOG) IN SEMARANG CITY, INDONESIA****Adietya Muhammad Riezky\*, Siwi Gayatri, and Joko Mariyono**

Agribusiness Study Program, Faculty of Animal and Agricultural Sciences, Universitas Diponegoro, Indonesia

\*Correspondence Email: [adietyamr1@gmail.com](mailto:adietyamr1@gmail.com)

Submitted 13 March 2022; Approved 21 March 2022

**ABSTRACT**

The phenomenon of farmers selling their harvest has become a common thing. Solutions that can be offered are partnerships. Agricultural partnerships are expected to solve farmers' problems through facilitating product marketing. Partnerships between farmers and partner companies were sought out with cooperation agreements. This study aims to analyze important attributes related to the partnership program, and measure the level of farmer satisfaction with the partnership of Perum BULOG Semarang Branch Office. The study was carried out at the Ngudi Rejeki Gapoktan, Kendal Regency in November – December 2021. This study used a census, with a total of 110 farmers as respondents. The data collection method was interview. The type of data used were primary and secondary. Data analysis used were Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI). The results show that the main priorities needed by farmers were guidance on the quality of harvests, assistance for harvest, guidance to improve farmers' capability, Perum BULOG provides a forum for continuous discussion, easy access to harvest delivery, and get shipping compensation. The result of CSI calculation was 65.1%, which indicated that farmers were satisfied with the performance of Perum BULOG Semarang Branch Office. However, there are a number of things that trigger farmers' dissatisfaction, including the increase in agricultural production prices, while the selling price of farmers' harvests is not always the same, the lack of communication between Gapoktan and Perum BULOG Semarang Branch Office, and the the price of HPP is still low.

**Keywords:** *Bulog, farmers satisfaction, partnership, public corporation*

**BACKGROUND**

Food is an aspect of primary needs for everyone, because it will affect survival. In terms of food needs, the agricultural sector is the central sector used to produce rice. This happened because rice is a very important food commodity for the Indonesian people because it is the staple food of the Indonesian people (Kumala Sari et al., 2014). According to data from BPS (2021) total rice consumption in Indonesia in 2021 is estimated to reach 31.69 million tons. However, behind the large consumption of rice in Indonesia, the results of rice production every year are not always the same. Paddy production in 2021 is estimated at 55.27 million tons of Dry Milled Grain (GKG), or an increase of 620.42 thousand tons of GKG, compared to 2020 which amounted to 54.65 million tons of GKG (BPS, 2021). With an increase in the amount of rice production compared to a lower amount of rice consumption, in 2021 the Indonesian state will not import rice. This was stated by the Main Director of Perum BULOG, namely Budi Waseso, who stated that it had been three years since Perum BULOG had not imported rice (Perum BULOG, 2021).

The increasing demand for rice, makes farmers have to work harder so that food needs are met properly and have good quality. However, sometimes the farmers' yields are not in accordance with the wants and needs of the market. The lack of post-harvest equipment owned by farmers means that farmers often sell grain to middlemen, so they only get low prices. The needs of rice that consumers want are clean white shiny, have a high percentage of heads or whole rice, and no grain or other foreign matter. This causes difficulties for farmers in selling their crops. As a result of the difficulty for farmers to sell their crops and obtain market certainty, farmers are more dependent on middlemen to sell their crops. Limited farmers to get market access,

The phenomenon of farmers who prefer to sell their crops to middlemen still occurs frequently. It is proven that middlemen have strong relationships and networks in collaborating with various parties. Apart from that, it cannot be separated from the influence of middlemen who are trusted by the community, so that farmers are very dependent on selling their crops to middlemen (Imaniar & Brata, 2020). If this farmer's habit continues to be carried out, the farmer will become dependent on the middleman. On the other hand, farmers must also get lower prices from middlemen, because middlemen carry out a long process to resell farmers' crops.

Efforts need to be made to protect farmers from the bad influence of middlemen. Therefore, we need a collaboration called an agribusiness partnership so that farmers can guarantee the market, and do not depend on middlemen. Farmers as individual actors do not have the power to optimize the results of their farming due to limited capital, technology, management and marketing, so partnerships are one solution to reduce the risk of failure and loss (Latifa, 2015). Partnership is a business strategy carried out by two or more parties within a certain period of time to achieve mutual benefits. One of the companies that has opened partnerships with farmers is the Logistics Business Entity Public Company (Perum BULOG). Perum BULOG acts as a state-owned enterprise in charge of maintaining the availability of national rice stocks, of course Perum BULOG involves farmers to maintain these stocks.

Gapoktan Ngudi Rejeki is one of the partner farmers of Perum BULOG Semarang Branch Office. These Gapoktans always sell their crops to middlemen, due to limited market relations and information. The partnership program that is run by Perum BULOG Semarang Branch Office with Gapoktan Ngudi Rejeki must also have good service quality, and have the responsibility to guarantee the purchase of crops from partner farmers. The service quality of an institution in running a program is important, because it is the core of the institution's survival.

While establishing a partnership with Perum BULOG, farmers also expect important things such as buying prices at Perum BULOG are higher than middlemen, training to improve the quality of human resources for farmers, providing assistance with agricultural production equipment, providing quality seeds, and easy access to sell yields. This needs to be considered so that farmers feel satisfied and appreciated. The importance of making farmers satisfied, so that farmers are always loyal and loyal to Perum BULOG. According to Alam & Oktavianti (2020) satisfaction is a feeling of pleasure or disappointment that arises after comparing the expected service to the expected results. Farmers will feel satisfied if the performance of Perum BULOG is in accordance with what farmers expect from the partnership program. Based on the description above, the purpose of this study is analyze the attributes that are considered important related to the elements of the partnership program, and measure the level of satisfaction of farmers with the partnership program of Perum BULOG Semarang Branch Office. Bureau of Logistics Bureau of Semarang Branch Office.

**RESEARCH METHODS**

The research was conducted in November - December 2021 at the Ngudi Rejeki Farmers' Association, Korowelangkulon Village, Cepiring District, Kendal Regency. The location was chosen because Gapoktan Ngudi Rejeki is a partner farmer, and this is the first time participating in a partnership program with Perum BULOG Semarang Branch Office. The research method used in this study is the census method, with a quantitative descriptive approach. The census method is a method that uses the entire population as a research sample. The total population of the Ngudi Rejeki Gapoktan is 110 partner farmers. Methods of data collection by means of interviews using a questionnaire. The types of data used are primary and secondary. Primary data obtained by direct interviews with farmers, and secondary data obtained from Gapoktan archives,

The data analysis method used is Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI), with 7 assessment attributes including the purchase price of grain or rice, administrative services, technical guidance, response to farmer complaints, timely payment, facilities provided and awards. Each attribute is measured using a Likert scale of 1,3,5 based on the literature, namely:

**Table 1.** Importance and Performance Level Assessment Scores for Partnerships

Score	Interest Level	Performance Level
1	Not important	It is not in accordance with
3	Neutral	Neutral
5	Important	In accordance

Source: Sugiyono (2012)

The results of the study were analyzed using descriptive analysis to describe the partnership activities carried out by Perum BULOG Semarang Branch Office with Gapoktan Ngudi Rejeki. Meanwhile, to determine the attributes that are considered important and the level of satisfaction of farmers using the IPA and CSI methods. The following is a step to analyze the attributes that are considered important with the IPA method according to Juherdi et al. (2016):

$$Tki = \frac{Xi}{Yi} \times 100\%$$

Information:

- Tki : Level of conformity of respondents
- Xi : Company performance appraisal score
- Yi : Farmer's interest assessment score

Calculating the average value of the importance and performance of each attribute:

$$\bar{Xi} = \frac{\sum Xi}{n} \quad \bar{Yi} = \frac{\sum Yi}{n}$$

Information:

- $\bar{Xi}$  : Average performance level of attribute i
- $\bar{Yi}$  : The average level of importance of attribute i
- n : Number of respondents

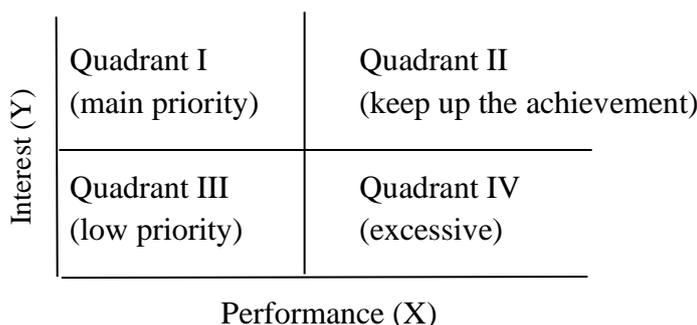
Calculating the average level of importance of the overall performance of the attributes:

$$\bar{X} = \frac{\sum \bar{X}_i}{k} \quad \bar{Y} = \frac{\sum \bar{Y}_i}{k}$$

Information:

- $\bar{X}$  : Average score of the product performance level of all factors or attributes
- $\bar{Y}$  : The average level of importance of all attributes that affect farmer satisfaction
- k : Number of attributes

Furthermore, the results of the above calculations will be used to determine the intersection points in the Cartesian diagram below:



**Figure 1.** Cartesian Diagram

The explanation of each quadrant above is as follows:

1. Quadrant I (Top Priority). Shows attributes that are considered important, but the company has not provided what the farmers want. This quadrant should be prioritized for improvement
2. Quadrant II (Maintain Achievement). This quadrant shows the attributes considered important by farmers and the company has provided good performance according to farmers' expectations. Therefore, the attributes included in this quadrant must be maintained.
3. Quadrant III (Low Priority). This quadrant shows attributes that are considered less important by farmers, and the company's performance is less special, so this is not a problem for farmers.
4. Quadrant IV (Excessive). This quadrant shows attributes that farmers think are less important, but the company gives excessive performance.

Each attribute studied (Table 2), will be analyzed using data analysis methods to measure the level of satisfaction of farmers can use the CSI analysis method, according to Purnamasari et al. (2017) CSI is calculated in the following order:

1. Determining the Mean Importance Score (MIS) and Mean Satisfaction Score (MSS):

$$MIS = \frac{\sum_{i=1}^n Y_i}{n} \quad MSS = \frac{\sum_{i=1}^n X_i}{n}$$

Information:

- Y<sub>i</sub> : Importance value of the i-th attribute Y
- X<sub>i</sub> : Performance Value of the i-X attribute
- n : Number of respondents

2. Calculating Weight Factor (WF)

$$WF = \frac{MIS_i}{\sum_{i=1}^p MIS_i} \times 100\%$$

Information:

p : Number of importance attributes

i : The i-th attribute

### 3. Calculating Weight Score (WS)

$$WS_i = WFi \times MSS$$

### 4. Calculating the Customer Satisfaction Index (CSI)

$$CSI = \frac{\sum_{i=1}^p WS_i}{HS}$$

Information:

p.s : p-th importance attribute

HS : Maximum scale used

Wsi : Weight Score i

Overall satisfaction level of respondents can be categorized as follows:

**Table 2.** CSI Ranges

CSI value	CSI criteria
0% – 20%	Not satisfied
21% – 40%	Less satisfied
41% – 60%	Quite satisfied
61% – 80%	Satisfied
81% – 100%	Very satisfied

Source: Arifin (2015)

**Table 3.** Attributes

Attribute	Indicator
The purchase price of rice or grain	1. Farmers are allowed to set prices
	2. The purchase price of grain or rice according to the agreement
	3. Guarantee the purchase of crops
	4. The service quality of Perum BULOG is good
Administrative services	5. Perum BULOG accepts criticism and suggestions
	6. Partnership program outreach
	7. Terms and partner submission process
Technical guidance	8. Guidance on the quality of the crop
	9. Routine assistance when harvesting
Response to farmer complaints	10. Coaching to improve the quality of human resources
	11. Perum BULOG is ready to help farmers' problems
	12. Perum BULOG immediately responded to the complaint
Facilities provided	13. Perum BULOG provides a forum for partner association
	14. Ease of access to delivery of crops
	15. Get shipping compensation

---

The accuracy of the payment of the harvest	16. Payment time according to the agreement
	17. Payment methods are cash or transfer
	18. The amount of payment is in accordance with the agreed price
Award	19. Provide incentives to partners
	20. Reward partners

---

## RESULT AND DISCUSSION

### General Description of Gapoktan Ngudi Rejeki

Gapoktan Ngudi Rejeki is one of the combined farmer groups located in Korowelangkulon Village, Cepiring District, Kendal Regency. Gapoktan Ngudi Rejeki was formed in 2013, which is a combination of the Tegal Farmers Group and the Ngudi Rejeki Farmers Group. Gapoktan Ngudi Rejeki cultivates rice commodities with the Situbagendit variety and Inpari 32 variety. These varieties were chosen because of their good yields and are also resistant to tungro pests. The number of members of the Ngudi Rejeki Gapoktan is 110 farmers. The total area of expanse of land owned by Gapoktan Ngudi Rejeki is around 82.32 hectares, with a total harvest per season of around 543,032 tons of the total land ownership. Gapoktan Ngudi Rejeki's rice yields are sold directly to middlemen.

Gapoktan Ngudi Rejeki also has several activities apart from farming. Its activities include the existence of a savings and loan cooperative, a fertilizer business, holding regular meetings every planting season, holding the "Selamatan Tingkep Tandır" tradition, and building irrigation wells in the rice fields. Savings and loan cooperatives driven by Gapoktan aim to provide assistance to farmers who need capital, but now these savings and loans have stalled because farmers have experienced crop failures. The fertilizer business is also run by Gapoktan Ngudi Rejeki to increase Gapoktan cash by selling non-subsidized fertilizers and distributing subsidized fertilizers to farmers.

Each time they enter the planting season, Gapoktan Ngudi Rejeki holds regular meetings at the beginning of each planting season, which are also attended by Field Agricultural Extension (PPL). This is done in order to coordinate between Gapoktan members, and also carry out the planting plan. Apart from that, there is also the "Selamatan Tingkep Tandır" tradition which is carried out by Gapoktan Ngudi Rejeki when the rice plants become pregnant. The tradition was attended not only by farmers, but also by community leaders and PPL. This tradition aims to pray to God Almighty, so that the rice planted is protected from pests and can thrive.

In every business activity, there must be obstacles or problems faced. The obstacle faced by Gapoktan Ngudi Rejeki during the second planting season was the lack of water flowing into the rice fields. Therefore, in 2021 Gapoktan Ngudi Rejeki will receive grants from the local village government to build irrigation wells, which function to distribute water to the paddy fields belonging to Gapoktan Ngudi Rejeki.

### The Partnership Pattern of Gapoktan Ngudi Rejeki with Perum BULOG Semarang Branch Office

The partnership process begins with outreach and direct visits to farmers' locations and explains the partnership program offered by Perum BULOG Semarang Branch Office. Perum BULOG Semarang Branch Office is also trying to attract the attention of farmers so that they are

interested in becoming partners, by offering several benefits, namely guarantees for buying crops, assistance when harvesting, ease of access to business capital. After the socialization process is carried out, and the potential partners agree to enter into a partnership with Perum BULOG Semarang branch, a cooperation agreement will be drawn up called a Memorandum of Understanding. The cooperation agreement contains matters that must be fulfilled while being a partner. The rights and obligations of partner farmers are to provide yields in the form of grain or rice in accordance with the criteria of Perum BULOG, so that they can be absorbed by Perum BULOG Branch Office of Semarang.

Partner farmers are also entitled to get a guarantee of harvest purchases from Perum BULOG Semarang Branch Office at an agreed price. Perum BULOG Semarang Branch Office also has the right to refuse or not absorb partner farmers' crops if the criteria do not meet Perum BULOG's standards. However, Perum BULOG also has an obligation to buy standardized farmers' crops, as well as provide assistance or training to farmers to produce crops that are in accordance with Perum BULOG's standards. After the socialization process was carried out, the Ngudi Rejeki Gapoktan became one of the Gapoktans who were interested in becoming partner farmers for Perum BULOG Semarang Branch Office. Before partnering with Perum BULOG Branch Office of Semarang, every Gapoktan Ngudi Rejeki harvest was sold to middlemen, because farmers felt that middlemen could accommodate their crops, so they became dependent. This dependence can potentially cause losses for farmers, and can create interests by the parties involved to obtain maximum profits. The position of farmers is weakened because of their dependence on middlemen. Middlemen will get far more profits when they sell to the market, compared to farmers who can only sell to middlemen.

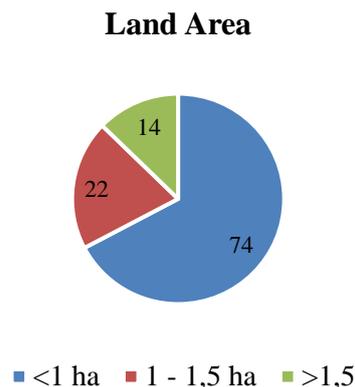
In general, the grain produced by Gapoktan Ngudi Rejeki is not directly received by consumers. Limited relations and market quantity is one of the things that causes grain to pass through transit points before being received by consumers. Then an alternative way to sell crops is to rely on middlemen, so that agricultural activities can continue. However, depending on middlemen is not the only way to sell farmers' crops. One way that can be done is to establish partnerships with state-owned or private companies. After feeling that they wanted to reduce dependence on middlemen, Gapoktan Ngudi Rejeki was interested in trying to establish a partnership. December 2020 was the first time for Gapoktan Ngudi Rejeki to collaborate with Perum BULOG Semarang Branch Office. The beginning of the partnership was the socialization from the Bureau Logistics Bureau of the Semarang Branch Office, which was held at the Agricultural Extension Center (BPP) of Cepiring District, and simultaneously attended by all farmer groups and a combination of farmer groups in Cepiring District, Kendal Regency. Based on the interviews that have been conducted, the partnership was attended by all members of the Ngudi Rejeki Gapoktan, totaling 110 farmers. The type of partnership that exists between Gapoktan Ngudi Rejeki and Perum BULOG Semarang Branch is the On-Farm Independent Farmers partnership.

According to Raharjo (2018), there are five farmer-company partnership patterns, namely the plasma core pattern, sub-contract, general trade, agency, and agribusiness operational cooperation (KOA). The implementation of the partnership that is run by Perum BULOG Semarang Branch Office with Gapoktan Ngudi Rejeki, namely, Gapoktan provides land, labor, production facilities and infrastructure, and Perum BULOG Semarang Branch Office will buy crops from Gapoktan Ngudi Rejeki. When associated with the agribusiness partnership pattern, the On-Farm Independent Farmer partnership is included in the Agribusiness Operational Cooperation (KOA) partnership pattern. According to the opinion of Nasucha et al. (2021) which states that the partnership pattern of

Agribusiness Operational Cooperation (KOA) is a partnership relationship between partner farmers and partner companies, in which partner farmers provide land, labor, and farming facilities. Meanwhile, partner companies provide capital or facilities, as well as guarantee the purchase of partner farmers' crops.

### Characteristics of Respondents

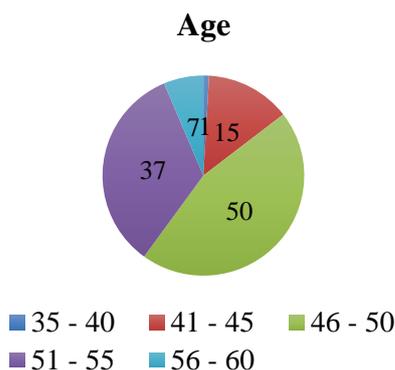
Based on the interviews that have been conducted, it can be seen that the average area of land owned by Gapoktan Ngudi Rejeki is 0.75 ha. Rice fields owned by Gapoktan Ngudi Rejeki are rented and owned by themselves.



**Figure 1.** Respondent Land Area

According to Susilowati & Maulana (2012) which states that in order for farmers to be prosperous, the land area owned per farmer household is at least 0.65/ha/capita/year. However, farmers do not only rely on paddy fields as a source of income, so other additional commodities are needed to support farmers' income. Farmers have several additional types of intercropping models, with commodities such as chili, cassava, papaya planted on the sidelines of the vacant land. As many as 60% of respondents work as farmers, which means farming is the main occupation of the respondents. The more respondents whose main livelihood is as farmers, the clearer and more able to judge when farmers feel the partnership program with Perum BULOG Semarang Branch Office. The other 40% of respondents have jobs in the non-agricultural sector. These non-agricultural jobs include fishermen, factory workers, ASN, and trading.

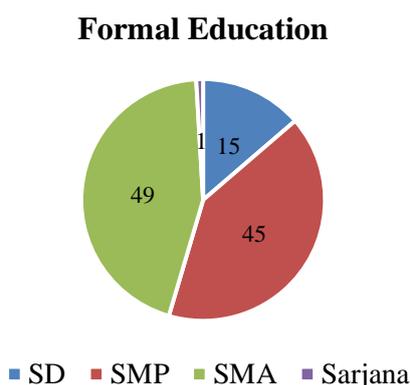
A person's age level can affect the quality of work and thinking patterns. The average age of respondents in Gapoktan Ngudi Rejeki is 50 years as shown in illustration 2, with the youngest age being 39 years, and the oldest age being 57 years. This age range is still classified as the productive age of farmers because they are still under the age of 64 years. Ages that are still productive can provide opportunities for farmers, because they are still able to adopt the knowledge given during counseling or training. According to Samarpitha et al. (2016) which states that age can affect the risk of farmers in taking attitudes and new technological innovations. The existence of training and counseling, makes farmers have qualified knowledge and abilities, so they can produce output that is in accordance with the criteria of Perum BULOG Semarang Branch Office. If the results expected by Perum BULOG Semarang Branch Office can be achieved, Perum BULOG Semarang Branch Office will also feel satisfied. Vice versa, farmers will also benefit too.



**Figure 2.** Age of Respondent

The average formal education of the respondents in the Ngudi Rejeki Gapoktan is the senior high school (SMA) level with a total of 49 respondents. In addition, the proportion of farmers who completed their education at the elementary level was 15 respondents, 45 respondents at the junior high school level, and 1 respondent at the undergraduate level (Figure 3). In reality, the level of education also influences a person's knowledge, intellect, and skills to increase work productivity and achieve success in his business. This can be seen when farmers gain knowledge and skills from extension agents or other people, farmers can practice them well and continue to be sustainable. So that the extension agents or material providers are also considered successful in imparting knowledge to farmers, and farmers are successful in producing the required output.

Even though farmers' education is relatively low in formal education, it does not mean that farmers are unable to manage their farms. All knowledge, information, novelty, technological innovation, can be obtained by farmers through PEnon-formal education. The non-formal education is counseling, training, monitoring and evaluation. Every farming activity, must be according to opinion of Chanifah et al. (2019) which states that the more often farmers attend counseling and training, the more efficient farmers are in farming.



**Figure 3.** Respondent Education

Farmers in Gapoktan Ngudi Rejeki have an average of 13 years of farming experience. Long experience will make work more structured and can be completed quickly and precisely, and can generate big profits. However, long experience may not necessarily produce the same harvest. Especially when farmers have established partnerships with companies, which of course must meet the company's standard requirements. In reality, despite how long or not the farmers have had

experience in farming, farmers have never received training on how to produce crops that meet the criteria of Perum BULOG. In fact, if Perum BULOG Kancab Semarang does this, farmers will more quickly understand the practice system. This is in opinion from Hidayat et al. (2017) which states that long experience will make it easier for farmers to implement new technological innovations.

**Table 4.** Performance Score and Expectation Score with the Science Method

No	Attribute	Performance Score (X)	Expectation Score (Y)	Conformity Rate (%)
<b>Purchase price of grain and rice</b>				
1	Farmers are allowed to set prices	4,7	4,6	102,4
2	The purchase price is in accordance with the agreement	4,7	4,6	101,6
3	Guarantee the purchase of production	4,4	4,6	94,12
<b>Administrative Services</b>				
4	The employees of Perum BULOG provide good service	4,5	4,5	101,2
5	Perum BULOG accepts criticism and suggestions	4,6	4,4	103,3
6	Outreach related to the partnership program	4,4	4,3	102,1
7	The partner submission process is easy	4,5	4,5	101,6
<b>Technical guidance</b>				
8	Guidance regarding the quality of the harvest	1,7	4,5	37,6
9	Routine assistance every harvest	1,6	4,5	35,74
10	Guidance to improve farmer human resources	1,6	4,0	39,09
<b>Response to Farmer Complaints</b>				
11	Perum BULOG is ready to help farmers' problems	2,2	2,7	81,76
12	Perum BULOG immediately responded to the complaint	1,9	2,0	97,27
<b>Facilities Provided</b>				
13	Perum BULOG provides a forum for partner association	1,8	3,9	45,12
14	Ease of access to delivery of crops	2,1	4,1	51,32
15	Get shipping compensation	1,6	3,9	40,19
<b>Payment Timeliness</b>				
16	Payment time according to the agreement	3,2	4,3	73,22
17	Payment is made in cash or transfer	3,8	3,5	109,42
18	The amount of payment is in accordance with the agreed price	5,0	5,0	100,37
<b>Award</b>				

19	Provide incentives to partners	1,5	2,3	68
20	Give appreciation to partner farmers	1,6	1,8	90,82
<b>Average</b>		<b>3,1</b>	<b>3,9</b>	<b>78.8</b>

Source: Primary Data Processed

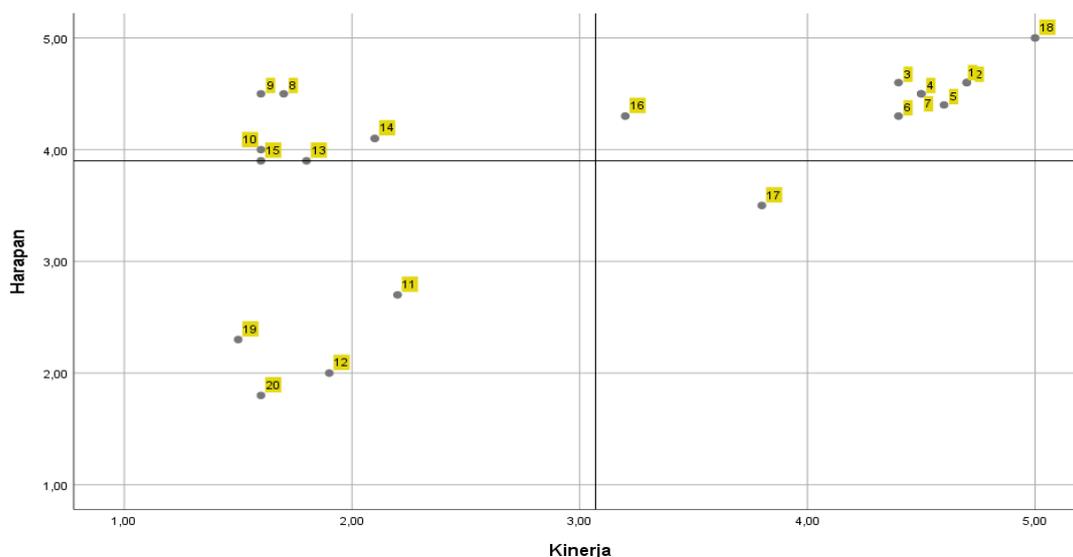
**Conformity Level of Performance and Expectations**

The score of the suitability level of performance and expectations in table 4, it can be seen that there are indicators that have a high level of compatibility between expectations and performance. These indicators include farmers being allowed to determine prices, purchase prices are according to agreements, Perum BULOG employees provide good service, Perum BULOG accepts criticism and suggestions, payments are made in cash or transfer, and the amount of payment is according to the agreement. This means that Perum BULOG Semarang branch office has provided good performance on this indicator. Therefore, Perum BULOG Semarang branch office must maintain its performance on these indicators.

However, there are indicators that still have a low level of conformity between expectations and performance. indicator performance which has a low performance compared to the level of expectations of farmers. This means that Perum BULOG Semarang Branch Office must improve its performance which is still low, so that farmers feel comfortable and satisfied partnering with Perum BULOG Semarang Branch Office. From these data, further analysis is needed, to find out the priority attributes for improvement of each existing attribute, using a Cartesian diagram.

**IPA Cartesian diagram**

This section discusses the mapping of performance values (x) and expectations (y), from these results a matrix consisting of four quadrants will be formed, each attribute will be included in quadrant I, quadrant II, quadrant III, and quadrant IV. The Cartesian diagram can be seen in figure 4.



**Figure 4.** IPA Cartesian Diagram

In figure 4 it can be interpreted as follows:

1. Quadrant I. Quadrant I shows the attributes that are considered important by farmers, but the company has not performed satisfactorily for farmers. Attributes included in quadrant I include:
  - a. Guidance regarding the quality of the harvest
  - b. Routine assistance when harvesting
  - c. Guidance to improve the quality of farmer human resources
  - d. Perum BULOG provides a forum for partner association
  - e. Ease of access to delivery of crops
  - f. Get shipping compensation

Gapoktan Ngudi Rejeki also considers things such as guidance on the quality of harvests, routine assistance at each harvest, and coaching to improve the quality of the harvest needs to be carried out directly by Perum BULOG Semarang Branch Office. This is necessary because if farmers receive regular training or guidance, farmers can run their farming efficiently according to their needs. A forum for association of partners is also a priority for farmers. In this case, Perum BULOG Semarang Branch Office does not yet have an association forum for its partner farmers. The existence of a forum for association of partners, a collaboration will be more communicative. Companies and farmers exchange information, convey problems faced by farmers, and can add insight and knowledge.

Ease of delivery of harvests and getting compensation for shipping is one of the main priority indicators for the Ngudi Rejeki Gapoktan. In the shipping process, mediation for easy access is needed, such as easy access to documents, easy transactions, strategic shipping locations, and easy access to payments. This is in accordance with the opinion of Nur et al. (2017) which states that the ideal components in a partnership include contracts, price arrangements, quality standards, production quotas, payment procedures, ease of input, arrangements for delivery of crops, and ease of marketing. Getting compensation is also one of the hopes for farmers. Compensation received can be physical or non-physical. Indirectly if Perum BULOG Semarang Branch Office provides compensation or subsidies for farmers, it will provide convenience for partner farmers to develop the sustainability of their farming businesses and the farmer's economy.

2. Quadrant II. Quadrant II shows the attributes that are considered important by farmers, and the company has provided satisfactory performance. Attributes included in quadrant II include:
  - a. Farmers can determine the price
  - b. The purchase price is in accordance with the agreement
  - c. Guarantee the purchase of production
  - d. The employees of Perum BULOG provide good service
  - e. Perum BULOG accepts to be criticized and given suggestions
  - f. Outreach related to the partnership program
  - g. The partner submission process is easy
  - h. Payment time according to the agreement
  - i. The amount of payment is in accordance with the agreed price

In terms of attributes, farmers are allowed to determine prices, purchase prices are in accordance with the agreement, and guarantee the purchase of production results, which are points that must be maintained by Perum BULOG Semarang Branch Office. In the process of socializing the partnership program, the company will offer a price that will be agreed upon to purchase the crops. During this process, the farmers and Perum BULOG Semarang Branch Office must have

bargained for a purchase price agreement. Farmers are also given the opportunity to submit bids for the purchase price they want. However, Perum BULOG has set a price based on the Minister of Trade of the Republic of Indonesia Number 24 of 2020, with a Government Purchase Price (HPP) of Rp. 4250.00 per kilogram.

A partnership, both companies and partner farmers must also adhere to their respective responsibilities. Purchase guarantees are one of the hopes of farmers for Perum BULOG to sell their crops. Partner farmers also have the responsibility to be able to produce output in accordance with the criteria of Perum BULOG. With the existence of guarantees and responsibilities between partners, so that no party is harmed. Perum BULOG Semarang Branch Office provides good service to farmers regarding the partnership program offered. Starting from good communication and socialization methods, Perum BULOG accepts criticism and is given advice regarding the purchase price, as well as the ease of the partner submission process. The quality of service provided by Perum BULOG Semarang Branch Office is important to note so that problems at the farm level can be resolved, so that farmers can improve the quality and quantity of their production. The agreement that has been agreed regarding the time of payment for the harvest, and the amount of payment must be in accordance with the agreed price. If the payment document by the farmer is complete, then that day the payment transaction can also be made by means of transfer.

3. Quadrant III. Quadrant III shows attributes that are considered less important by farmers and the company's performance is not good. So it's not a problem between the two. Attributes included in quadrant III include:
  - a. Give awards to partner farmers
  - b. Perum BULOG is ready to help farmers' problems
  - c. Perum BULOG immediately responded to the complaint
  - d. Provide incentives to partners

In responding to farmer complaints, the performance of Perum BULOG Semarang Branch Office is considered unsatisfactory for partner farmers, and farmers also consider this to be not a problem for them. This is due to the lack of communication activity between Perum BULOG Semarang Branch Office and the Ngudi Rejeki Gapoktan, resulting in a lack of information exchange between the company and partner farmers. Farmers think that if they complain about problems to Perum BULOG Semarang Branch Office, the handling process will take a long time and farmers in the Ngudi Rejeki gapoktan feel that PPL is easier to contact and a place to raise problems.

The company's performance from the award attribute is also still low compared to the level of interest of farmers. But farmers also don't mind if they haven't received an award from Perum BULOG Semarang Branch Office. Farmers also realize that they are not one hundred percent able to meet the needs of Perum BULOG Semarang Branch Office and also feel they do not deserve awards in the form of appreciation, provision of production facilities, and capital loans. However, an award is very necessary in life because it is a form of appreciation, trust, and being more productive in farming. By being awarded, farmers will feel respected so they can increase their productivity.

4. Quadrant IV. Quadrant IV shows attributes that are considered less important by farmers, but the company's performance is too excessive. Attributes included in quadrant IV include payment is made in cash or transfer. In this quadrant the level of importance is considered low by farmers, but the company has a satisfactory performance. The process of payment of harvest yields by Perum

BULOG Semarang Branch Office is paid by transfer. According to the Ngudi Rejeki Gapoktan, there is no problem with the cash or transfer payment system, the important thing is that it doesn't burden the farmers. However, Perum BULOG Semarang Branch Office prefers payment by transfer, because it is more practical and safe. According to Wismawati (2017) which states that the input and output payment system does not burden farmers and is a good perception.

**Farmer Satisfaction Level Based on CSI Analysis**

Measuring the level of farmer satisfaction with the partnership program of Perum BULOG Branch Office of Semarang, namely using CSI analysis. From the CSI results, it can be seen that the satisfaction index value of Gapoktan Ngudi Rejeki for the partnership program of Perum BULOG Semarang branch office is 65.1% (Table 5). This value indicates that Gapoktan Ngudi Rejeki is satisfied with the partnership between Perum BULOG Semarang Branch Office. However, from Gapoktan Ngudi Rejeki there were still things that they felt they were not satisfied with while participating in the partnership program with Perum BULOG Semarang Branch Office. These complaints, among others, are related to the increasing price of agricultural production, while the selling price of farmers' crops is not always the same, the lack of communication between gapoktan and Perum BULOG Semarang Branch Office, the price of HPP which is still low. Every business must seek profit and feasibility. High capital for farming is the main factor for farmers to carry out their activities.

**Table 5.** CSI Results

Attribute to	MIS (Y)	WF (%)	MSS(X)	WS (%)
1	4,6	5,9	4,7	27,8
2	4,6	5,9	4,7	27,3
3	4,6	5,9	4,4	25,9
4	4,5	5,7	4,5	25,7
5	4,4	5,7	4,6	26,0
6	4,3	5,5	4,4	24,5
7	4,5	5,7	4,5	25,8
8	4,5	5,8	1,7	10,0
9	4,5	5,8	1,6	9,4
10	4,0	5,1	1,6	8,0
11	2,7	3,4	2,2	7,6
12	2,0	2,6	1,9	5,0
13	3,9	5,0	1,8	8,8
14	4,1	5,3	2,1	11,3
15	3,9	5,0	1,6	7,8
16	4,3	5,6	3,2	17,7
17	3,5	4,5	3,8	16,9
18	5,0	6,4	5,0	31,7
19	2,3	2,9	1,5	4,5
20	1,8	2,3	1,6	3,7
Total	78.0	100.00	61,4	325.5
			Weighted total	325.5
			CSI	65,1

Source: Primary Data Processed

Not to mention when harvesting, the selling price is not worth the capital that has been issued. Perum BULOG Semarang branch office has not been able to solve this problem, because it is not the authority of Perum BULOG to regulate the agricultural system in Indonesia. The daily communication that exists between Gapoktan Ngudi Rejeki and Perum BULOG Semarang branch office is also less communicative. Communication occurs only when it will harvest only. Even though farmers also hope to communicate with each other in non-formal forms. A low HPP causes farmers to feel that they have not received much profit. As partner farmers, they think that these complaints cannot be handled optimally. So that causing farmers to be dissatisfied with the predetermined price.

The partnership relationship that exists between Gapoktan Ngudi Rejeki and Perum BULOG Semarang Branch Office is quite good, but it is necessary to evaluate the relationship between farmers and Perum BULOG Semarang Branch Office, assistance to produce crops according to the criteria of Perum BULOG. This can be done by cooperating with the relevant agricultural service as a communication intermediary and conducting training related to harvests in accordance with Perum BULOG. This needs to be done so that farmers are more enthusiastic and happy when partnering with Perum BULOG Semarang Branch Office. Perum BULOG Branch Office of Semarang as a government agency must also participate in protecting and paying attention to the welfare of farmers. The existence of a partnership between farmers and Perum BULOG Kancab Semarang, can be used as an opportunity to find solutions to overcome farmers' problems. This is in accordance with the opinion of Rusdhi & Fachrozi (2021) which states that to overcome inequality, a form of business is needed to get closer to farmers, namely through partnerships with the aim of mutual benefit.

## CONCLUSION AND SUGGESTION

Based on the results and discussion that has been described, it can be concluded that:

1. The results of the IPA analysis, the attributes that are the top priority in partnership activities between Gapoktan Ngudi Rejeki and Perum BULOG Semarang Branch Office are guidance related to crop quality, routine assistance when harvesting, coaching to improve the quality of farmer human resources, Perum BULOG provides a forum for partner associations, convenience access to delivery of crops, and get shipping compensation.
2. The results of the CSI analysis obtained a score of 65.1%, this shows that overall the Ngudi Rejeki Gapoktan was satisfied with participating in the partnership program with Perum BULOG Semarang Branch Office.

## REFERENCES

- Alam, A. S., & N. Oktavianti. 2020. Level of Farmer Satisfaction with Field Extension Performance (Case Study in Sukasarii Village, Cilaku District, Cianjur Regency). *AGRITA*, 2(1), 32–45.
- Arifin, M. 2015. Analysis of Farmers' Satisfaction Level on Agricultural Extension Service Performance (Case Study at BP3K Kalibawang, Kulon Progo Regency, DI Yogyakarta). *Agrica Extensiona*, 9(1), 40–49.
- BPS. 2021. Harvested Area and Rice Production in Indonesia 2021 (Provisional Figures) <https://www.bps.go.id/pressrelease/2021/10/15/1850/production-padi-tahun-2021-naik-1-14-persen--temporary-numbers-.html>
- Chanifah, D. H. Darwanto, & J. Triastono. 2019. Determinants of efficiency and technical inefficiency of local soybean farming in Grobogan Regency, Central Java. *Journal of Food*, 28(3), 191–202.

- Hidayat, T., R. Yulida, & Rosnita. 2017. Characteristics of Rice Farmers Participating in the Special Efforts Rice Corn Soybean Upsus Pajale in Ranah Baru Village, Kampar District, Kampar Regency. *Online Journal of Faperta University Riau University Students*, 4(1), 1–12. <https://www.neliti.com/publications/200692/kartuistik-petani-padi-peserta-program-usaha-specialpadi-jagung-kedelai-upsus>
- Imaniar, A., & N. T. Brata. 2020. Patron-Client Relations between Middlemen and Salak Farmers and Their Social Impacts in Banjarnegara. *Solidarity: Journal of Education, Society and Culture*, 9(1), 837–847.
- Juherdi, Cepriadi, & Y. Roza. 2016. Satisfaction Level of Broiler Farmers with Contract Farming Partnership Patterns in Kampar Kiri Tengah District, Kampar Regency (Case Study of PT. Mitra Anugerah Satwa). *Student Online Journal (JOM) Faperta*, 3(1), 1–15.
- Kumala Sari, R. 2014. Analysis of Rice Imports in Indonesia. *Economics Development Analysis Journal*, 3(2), 320-326. <https://doi.org/10.15294/EDAJ.V3I2.3838>
- Latifa, A. 2015. Aktivitas Enzim Ekstraseluler *Aspergillus niger* dalam Menghidrolisis Tandan Kosong Kelapa Sawit. Undergraduate Thesis. University of Jember Digital Repository. 27. <http://repository.unej.ac.id/bitstream/handle/123456789/65672/Ainul> Latifah-101810401034.pdf?sequence=1
- Nasucha, F., F. S. Nasucha, D. Retnowati, & V. Dewantoro. 2021. Partnership Pattern of Agribusiness Operational Cooperation (KOA) Between Sumarah Farmers Group and PT. Pagilaran in Ngawis 2 Hamlet, Ngawis Village, Karangmojo District, Gunung Kidul Regency. *Journal of Social Economic Dynamics*, 16(1), 87–104. <https://doi.org/10.31315/jdse.v16i1.4915>
- Nur, L., L. M. Baga, & N. Tinaprilla. 2017. Business Communication of PT Galih Estetika Indonesia in Improving Sweet Potato Partnerships. *Journal of Development Communication*, 15(2), 24–36.
- Public Bureau of Logistics. 2021. 3 Facts on Rice Imports Revealed by Buwas – Perum BULOG. <http://www.bulog.co.id/2021/03/29/3-hak-import-beras-di-revealed-buwas/>
- Purnamasari, A., I. Novita, & A. Yusdiarti. 2017. Preference Analysis of Chrysanthemum (*Chrysanthemum morifolium* r) at the Center for Promotion and Marketing of Ornamental Flowers and Plants, Rawa Belong, West Jakarta. *Journal of Agribusiness Sciences*, 3(1), 22–32. <https://doi.org/10.30997/jagi.v3i1.1027>
- Raharjo, T. W. 2018. Community Economic Development Through Strengthening MSME, Cooperative, and Corporation Business Partnerships. Surabaya: Jagad Media
- Rusdhi, A., & I. Fachrozi. 2021. Analysis of Partnership Pattern Broiler Agribusiness System in STM Hilir District, Deli Serdang Regency. Scenario (Seminar of Social .... <https://journal.pancabudi.ac.id/index.php/scenario/article/view/1179>
- Samarpitha, A., N. Vasudev, & K. Suhasini. 2016. Socio-economic Characteristics of Rice Farmers in the Combined State of Andhra Pradesh. *Asian Journal of Agricultural Extension, Economics & Sociology*, 13(1), 1–9. <https://doi.org/10.9734/ajaees/2016/28696>
- Sugiyono. 2012. Educational Research Methods Quantitative, Qualitative and R&D Approaches | Gresik University Library (p. 330). [https://digilib.unigres.ac.id/index.php?p=show\\_detail&id=43](https://digilib.unigres.ac.id/index.php?p=show_detail&id=43)
- Susilowati, S. H., & M. Maulana. 2012. Farming Land Area and Farmer Welfare: The Existence of Small Farmers and the Urgency of Agrarian Reform Policy Agricultural Policy Analysis, 10(1), 28.
- Wismawati, D. R. 2017. Analysis of Farmer Perceptions of Partnership and Comparison of Organic Caisim Farming at Agribusiness Development Station (ADS). <https://repository.ipb.ac.id/handle/123456789/90138>