

Received: September 17, 2024

Revised: October 09, 2024

Accepted: December 01, 2024

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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Analysis of Functional Position Preferences for Procurement Managers Based on Perception, Potential, Motivation, and Interest Using Fishbone Diagrams

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Abstract: This study aims to identify and analyze the causes and effects of the preferences of the Functional Position of Goods / Services Procurement Manager (JF PPBJ) reviewed from the perspective of perception, potential, motivation and interest using Fishbone analysis in an effort to improve the Functional Position of Goods / Services Manager at the Regional Secretariat of Rembang Regency. The lack of the number of goods/services procurement managers has resulted in the fulfillment of the elements of professionalism of goods / services procurement managers in the form of human resources implementing goods and services procurement in this case JF PPBJ has not been optimal and fulfilled. This study uses a qualitative approach with data collection techniques in the form of interviews, observations, and documentation. The research informants involved by the researcher were 15 (fifteen) people. The results of this study indicate that things that can be done to meet the needs of the Functional Position of Procurement Manager of Goods and Services are by implementing a renaksi (action plan) for fulfilling JF PPBJ until at least 60% of the needs are met through the first appointment, namely the Civil Servant Candidate (CPNS) acceptance path, appointment from other positions in the form of appointment of Civil Servants (PNS) from other positions into JF PPBJ (position transfer), increasing competency tests or functional training organized by the Government Goods / Services Procurement Policy Institute (LKPP) as the JF PPBJ Supervisory Agency, the existence of guarantees and certainty from the Regional Government to design legal protection (ranperkada) related to JF PPBJ, providing additional income to improve the welfare of JF PPBJ, implementing the procurement process of goods/services according to procedures to mitigate risks related to the law, and maintaining JF PPBJ so that it is not transferred because in terms of maturity it will have an impact on the decline in the ITKP ratio value (Governance Index). With these efforts, the Procurement of Goods and Services Section of the Rembang Regency Secretariat is able to fulfill the elements of procurement professionalism in the form of human resources implementing the procurement of goods/services in this case, JF PPBJ and contribute to providing better services to the community.

Keywords: Functional Position of Goods/Services Procurement Manager, Perception Perspective, Potential Perspective, Motivation Perspective, Interest Perspective, Fishbone Analysis.

JEL Classification Code: E44, F31, F37, G15

1. INTRODUCTION

Government Procurement of Goods and Services is one of the routine government activities. Government Procurement of Goods/Services is one of the supporting activities for public/community services, namely the activity of obtaining goods/services carried out by Ministries / Institutions / Regional Apparatus funded by the State Budget (APBN) / Regional Budget (APBD) whose process starts from identifying needs, to handover of work results. The implementation of government procurement of goods/services requires competent human resources. Human resources are an interesting topic to study and research, because human resource science is very dynamic and continues

to develop over time. Likewise with state civil servants, especially Civil Servants (PNS) who are positioned as elements of the state apparatus tasked with providing services to the community professionally, honestly, fairly and evenly in the administration of the state, government duties and development. Civil servants must have professional and high-performance skills, knowledge and attitudes. One way to achieve this is to choose a career as a functional official in the procurement of goods and services.

The determination of the need for civil servants in PPBJ functional positions is calculated based on the workload determined from indicators including the number of packages worked on, the total budget for procurement of goods/services, and the type of provider selection method. Guidelines for calculating the need for PPBJ Functional Positions are regulated and determined by the Supervising Agency in this case the Government Goods/Services Procurement Policy Agency (LKPP) after obtaining the approval of the Minister (Permenpan-RB, 2020). Based on data from the Electronic Procurement Service (LPSE) of Rembang Regency, the average number of goods and services procurement packages processed in 2021 to 2022 was 4,317 packages, while the number of professional procurement or PPBJ functional personnel owned was 13 people, of which only 10 people were active or 76.92% of the total and each PPBJ JF processed 431 procurement packages per person. So that the comparison of the number of packages with functional PPBJ becomes irrelevant because it exceeds the workload which should average 50 - 100 packages per year.

The problems faced by the PBJ Section of the Rembang Regency Regional Secretariat related to efforts to fulfill the PPBJ JF are caused by the lack of interest of employees to become PPBJ functional officials. This may be caused by a lack of individual awareness, no interest that arises from within the employee, extrinsic interest, no feeling of pleasure towards everything related to the procurement of goods and services and educational background.

The problem will affect the performance of employees and the performance of the Rembang Regency Regional Secretariat institution so that further analysis is needed, especially regarding the analysis of the cause and effect of the preferences of the Functional Position of the Goods/Services Procurement Manager in terms of perception, potential, motivation and interest of the Regional Secretariat using Fishbone analysis, namely analyzing the problem clearly by recording the factors that cause and effect the preferences of the Functional Position of the Goods/Services Procurement Manager in terms of perception, potential, motivation and interest. The Fishbone diagram forms branches to the source of the existing problem. The Fishbone diagram can help researchers to analyze the problem as a whole, forming branches to the source of the problem, so that the problem is seen more clearly and small problems that can contribute to something bigger can be identified. By knowing the problem as a whole, it can make it easier for researchers to solve the problem.

2. LITERATURE REVIEW

Previous research conducted by Soviyanti (2019) entitled Analysis of Functional Position Needs and Conditions in the Regional Secretariat of West Java Province by analyzing Functional Positions that are alternatives in civil servant career development, in addition to structural positions such as supervisors, administrators and high leadership positions. The research method used is a qualitative method, which intends to understand and examine phenomena holistically about functional positions. The results of the study are the identification of functional position needs and conditions including Librarians, Personnel Analysts and Legislative Regulation Designers which can then be used to compile functional position formations, especially in the Regional Secretariat of West Java Province.

Mahendra's research (2021) entitled Analysis of Appointment of Civil Servants to Functional Positions of Personnel Through the Inpassing Path at the Riau Province Regional Personnel Agency. Based on the problem regarding the inability of Functional Officers of Personnel Analysis to collect credit points to advance to higher positions, because credit points are used as one of the requirements for appointment and promotion in Functional Positions. The results of this study indicate that the appointment of Civil Servants to Functional Positions of Personnel Analysts through the Inpassing path at the Riau Province Regional Personnel Agency still found several obstacles related to which placement was the most important.

Jatmiko's research (2023) entitled *The Influence of Motivation and Perception on ASN Interest in Functional Career Development in Procurement Management of Goods and Services in the Kebumen Regency Government*. Based on data, research results and hypothesis testing, it can be concluded: 1) Simultaneously, motivation (X1) and perception (X2) have a positive and significant effect on ASN interest in developing functional careers for goods and services managers in Kebumen Regency. Regency Government; 2) Partially, motivation has a positive and significant effect on ASN interest in developing functional careers for goods and services managers. This means that the higher the motivation, the greater the interest of ASN; 3) Partially, perception has a positive and significant effect on ASN interest in developing functional careers for goods and services management. This means that the better the perception, the greater the interest of ASN.

Research conducted by Saptanita, et al. (2023) entitled *Evaluation of the Implementation of Presidential Regulation Policy Number 16 of 2018 in Filling the Functional Position of Regional Secretary of Mojokerto Regency which aims to describe and analyze the evaluation, effectiveness, supporting factors and obstacles to the implementation. Presidential Regulation Number 16 of 2018. In Filling Functional Positions During the Covid-19 Pandemic*. The scope of this study is the evaluation of filling the functional position of goods and services procurement manager in the Procurement Section of Collections of Goods and Services.

3. RESEARCH METHOD AND MATERIALS

This study uses a descriptive approach by collecting data in the form of words and images, and analyzing them using the Fishbone Diagram. The qualitative method used is based on the philosophy of postpositivism or interpretative, with researchers as key instruments and data collection is carried out through triangulation (observation, interviews, documentation). Data are analyzed inductively to understand the meaning and uniqueness of the phenomenon and build hypotheses. The study was conducted in natural conditions, with primary data sources and data collection techniques that emphasize participant observation.

Data collection techniques in this study include interviews, observations, and documentation which are considered strategic to obtain relevant data. In-depth interviews are conducted to obtain information from sources in more depth, especially when the number of respondents is small. Observations are conducted by directly observing the research object carefully and recording systematically, following the activities of related agencies. While documentation is used to collect data in the form of books, archives, documents, and reports that support the research.

4. RESULTS AND DISCUSSION

4.1. A Glance at the Regional Secretariat of Rembang Regency

The Regional Secretariat of Rembang Regency is an institution established based on Regional Regulation of Rembang Regency Number 05 of 2016. This institution functions as a staff element led by a Regional Secretary who is responsible to the Regent. The Regional Secretariat is tasked with assisting the Regent in formulating policies and coordinating various agencies and institutions in Rembang Regency. The organizational structure of the Regional Secretariat consists of several assistants and sections, each of which has a special subsection that handles aspects of administration, public welfare, law, economy, development, general administration, and procurement of goods and services.

4.2. Identification of Research Informants

This study involved 15 informants consisting of various officials and staff in the Procurement of Goods and Services (PBJ) Section and other sections in the Regional Secretariat. Informants were selected based on criteria of age, gender, and education level, with the majority of informants aged between 25 and 45 years. Most informants have a Bachelor's degree, and some have a Master's degree.

4.3. Fishbone Analysis

Fishbone analysis is used to identify the main problems in fulfilling the functional position of Procurement Manager of Goods and Services (JF PPBJ) at the Regional Secretariat of Rembang Regency. Currently, the fulfillment of the needs of the position is not optimal, only reaching 41% of the total needs, whereas the ideal target is at least 60%. This lack of optimality can affect the performance of institutions and employees. Steps to Create a Fishbone Diagram :

Problem Formulation: The main problem identified is the failure to fulfill the JF PPBJ.

- a. Identifying the Cause of the Problem: The main causes of the problem are divided into several categories such as perception, potential, motivation, and interest.
- b. Category Identification: These categories are identified based on grouping the main causes to the root cause.
- c. Brainstorming: A brainstorming session is conducted to identify potential causes that contribute to the problem.

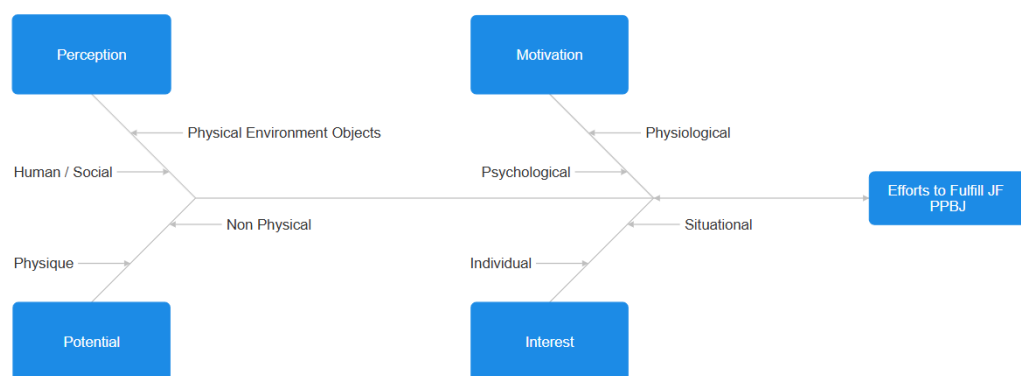


Figure 1. Fishbone Diagram Result Details

4.4. Perspective analysis

Perspective analysis shows that the lack of knowledge and understanding of ASN regarding the Functional Position of Procurement Manager of Goods and Services (JF PPBJ) is the main factor influencing their perception of their work, which can have positive and negative impacts depending on the stimulus received. In addition, the potential and motivation of ASN are influenced by the commitment of the leadership, security and political stability, and harmonious relations between Regional Apparatus Organizations (OPD) and stakeholders so that they can increase work enthusiasm. However, challenges such as lack of budget support, risk of legal implications, and non-integrated information systems are also inhibiting factors. To overcome these problems, efforts are needed to introduce and understand ASN through seminars or workshops organized by LKPP and IFPI, as well as forums and regular meetings between OPDs to align perceptions regarding the implementation of procurement of goods and services. The implementation of an action plan that takes these factors into account is expected to improve the performance and effectiveness of the organization as a whole.

5. CONCLUSION

Based on the results of the analysis, the identification of problems in the Procurement of Goods and Services Section of the Rembang Regency Regional Secretariat shows that the fulfillment of professionalism elements is not optimal, especially regarding the number of functional positions of procurement managers, which is only 13 out of 24 recommended. This imbalance causes a high workload for existing employees. The analysis also revealed that lack of knowledge, ability, motivation, and interest are factors that contribute to the low preference for this position. Leadership

support and political stability are factors, but obstacles such as lack of budget support and legal risks also contribute. The recommended strategies include recruitment through the CPNS route, training, legal protection, and additional income to improve welfare and efforts to retain employees so they are not transferred.

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