



Optimization of Human Resources Performance in the Goods and Services Procurement Work Unit of the Paniai Regency Secretariat

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Abstract

This study aims to assess the performance of Human Resources and identify factors that affect the performance of Human Resources in the Goods and Services Procurement Work Unit of the Regional Secretariat of Paniai Regency. The research method used is using research with a descriptive qualitative system with data analysis through interview methods and field observations. Key informants we obtained through interviews with 5 people. The results of the study state that the performance of human resources in the Goods / Services Procurement Work Unit of the Regional Secretariat of Paniai Regency has not run optimally, this is due to the unavailability of special functional personnel for the management of Goods / Services Procurement (Working Group), a Procurement System that is still manual, there are internal factors, namely the potential of management officials is not optimal where they have never participated in technical guidance, training or training on the management of goods / services procurement, have never received awards or rewards as a form of appreciation. External factors, namely there is no special budget allocation for improving human resources in UKPBJ and there has been no effort from the government to organize special functional staff for goods / services procurement managers.

Introduction

The increasing demands of society for good and clean governance (good governance and clean governance) require good performance of the apparatus (Roy & Tisdell, 1998; Farzana et al., 2024; Olanrewaju et al., 2024). In order for the apparatus' performance to run well, it will certainly depend greatly on the performance of the human resources who manage it. As stated in the Attachment to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2023 concerning Amendments to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2020 concerning the 2020-2024 Bureaucratic Reform Road Map CHAPTER I Point 1.3 Strategic Issues of RB concerning Simplification of Structure and New Work Mechanisms that have not been completed states that "Through the new Work System, functional officials will be able to be assigned in a Flexible, Flexible, and Moveable manner, with accountable performance management. ASN employees do not work in certain boxes but focus on achieving organizational goals (Pratama & Manurung, 2022; Daryono et al., 2023). With this work mechanism, ASN employees are required to work more optimally according to their competencies, can be utilized not only within the organizational unit, but can also be utilized outside the organizational unit". In Chapter II Focus of sharpening Road Map RB 2.1.2 Strategic Target RB point 2) it is stated that the creation of a Moral Bureaucracy with professional ASN as a soft element aspect. This target is related to the bureaucratic culture that prioritizes the values of service orientation, accountability, harmony, competence, loyalty, adaptation, and collaboration in carrying out the task of organizing quality public services and

accelerating the achievement of national development goals and targets, and is filled with ASN who have commitment, ability, motivation, performance behavior and high competitiveness.

Target funds The performance capacity of Human Resources that are required must be reliable and have high competitiveness, especially those handling the Procurement of Goods and Services (Jaffu & Changalima, 2023; Fabian et al., 2023; Adiningrat et al., 2023).

Presidential Regulation Number 12 of 2021 explains the Amendment to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods and Services Article 1 Number 18.a which states that "Functional Officials Managing Procurement of Goods/Services, hereinafter referred to as Procurement Managers of Goods and Services, are Civil Servants who are given full duties, responsibilities, authority, and rights by authorized officials to carry out procurement activities for Goods/Services.

Apparatus Resources are assets that must be developed and maintained. Within the scope of the Government Organization, Human Resource Development is an agenda for Government Bureaucratic Reform (Nugroho et al., 2021; LT, 2023; Nugroho et al., 2024). This is as regulated in the Law on State Civil Apparatus (ASN) which states that one of the principles in the appointment and development of ASN is always based on the principle of Professionalism in their positions. Professionalism is the Fulfillment of Qualifications and Competencies of Human Resources of the Apparatus (Wahjusaputri & Fitriani, 2017; Rivai, 2021). With the aim of increasing employee Productivity at all levels of the Organization. Paniai Regency is one of the regions in Indonesia located in a remote area with all its limitations, be it in terms of infrastructure, geographical conditions, social conditions, Human Resources, Technology and others. Challenging geographical conditions, coupled with limitations in terms of the number of personnel and human resource competencies, make services in the government sector experience obstacles, especially in the field of procurement of goods and services, less than optimal (Albab& Halim, 2020; Dekrita, 2021; Bent'Tampanatu et al., 2018). If you look at the explanation in Presidential Regulation No. 12 of 2021, in the Procurement of Goods and Services Section, there must be a Functional Official who handles the procurement of Goods and Services, but in reality there is not a single functional procurement official. The number and condition of employees can be read in table 1 From the information we have obtained, so far the work group personnel who carry out functions in UKPBJ are employees from other SKPDs who are seconded. In the sense that they are not original personnel who are domiciled in UKPBJ (Sumirat & Indradewa, 2023; Ramadhani et al., 2023)

Functional positions (JF) are Civil Servant Career positions that are tasked with providing functional services based on certain expertise and skills (Jazuli, 2019; Wahyudi & Wening, 2024; Prijadi, 2023). Functional officials are positioned as functional technical implementers in government agencies and are directly responsible to the Pratama High Leadership Officials, Administrative Officials, or supervisory officials who are related to the implementation of functional position duties.

In the Regulation of the Government of the Republic of Indonesia Procurement Policy Agency Number 10 of 2021 CHAPTER IV Article 17 it is stated that: 1) Resources for Managing the Goods/Services Procurement Function are domiciled in UKPBJ; 2) Human Resources the Procurement of Goods/Services function manager assigned to UKPBJ must have technical competence in the field of Procurement of Goods/Services; 3) Other Functional Positions domiciled in UKPBJ have potential according to their field of duty.

The failure to fulfill the need for professional Functional personnel in managing Procurement of Goods and Services certainly has a great impact on the performance of Human Resources.

There are several underlying reasons why functional personnel are an obligation but are not provided, including: Lack of leadership commitment, Human Resources that are not adequate in terms of quality and quantity, do not understand the applicable regulations, and several other reasons.

Meanwhile, the impacts that arise if the Functional Personnel are not there are: Activities carried out are less than optimal because they are not handled by professional personnel, heavy workload, legal defects, Activities carried out do not run in accordance with applicable regulations, contrary to the Provisions of Presidential Regulation Number 12 of 2021 Article 88 which reads: "Other Personnel as referred to in Article 74 A paragraph (6) must have a competency certificate in the field of Procurement of Goods and Services No Later than December 31, 2023". Meanwhile, until the data we took in 2024 it had not been implemented. Table 2 shows that the educational background of the manager of the Goods and Services Procurement Service Work Unit is only one person whose educational background is appropriate, while the others are managed by Human Resources with educational backgrounds that are not yet appropriate, at least there are several people from a Bachelor's degree in Engineering, Economics or Law or linear backgrounds who have studied a lot about procurement of Goods and Services.

The unavailability of special functional personnel for UKPBJ and educational backgrounds that are not yet appropriate are the underlying factors that hamper UKBJ performance. There are several performances that are the main tasks of UKPBJ that are less than optimal, including:

Management of Procurement of Goods and Services managed by Human Resources who are not experts because they still borrow or use personnel from SKPD as a Working Group, while looking at data from LPSE (Electronic Procurement Institution) Paniai Regency there are capital expenditures, both for development and procurement of goods, the budget ceiling of which is very high From figure 1 it can be seen that the types of procurement or Capital Expenditure include Development and Procurement of Goods and Services with Contract Values of hundreds of millions to some worth 1 billion. This is certainly very risky if managed by people who are not yet professional in their fields. 2. The process of procurement of Goods and Services is late, this can be seen from figure 2 where the type of procurement is spending on Food and Drink Meetings which should have been the process since the beginning of the year because the implementation has been since the beginning of the year. However, in reality the auction process was carried out in June, this can be seen from figure 2 From Figure 2, it can be seen that the type of procurement is Food and Beverage Expenditure at the DPRD Secretariat, which of course the implementation starts from the beginning of the year, but in reality the realization date is June 5, 2024, this will certainly affect the tender winner, because the implementation has been since the beginning of the year while the announcement is in June.

The implementation of Mentoring, Consultation and/or Technical Guidance which is one of the duties and functions of UKPBJ cannot run optimally because the Working Group on duty does not have an office at UKPBJ but is spread across other SKPDs because they are not part of the UKPBJ employees but are borrowed from other SKPDs.

Management of Procurement of Goods and Services in Paniai Regency is carried out at the Regional Secretariat at the Goods and Services Procurement Work Unit (UKPBJ). The UKPBJ Supervising Agency is the Government Goods/Services Procurement Policy Institute (LKPP). LKPP is a Non-Ministerial Government Institution (LPNK) that is responsible to the President of the Republic of Indonesia. From table 3 we can see that the number of procurement packages of goods and services auctioned is 48 packages with a total budget ceiling of 20,291,069,416,

with the SKPD holding the most packages being the Fisheries Service with 30 types of packages.

Until this data we obtained, the tender process for procurement packages of goods and services at the UKPBJ of the Paniai Regency Regional Secretariat was still offline or manual. Where electronic procurement of goods and services (e-procurement) should be carried out using the SPSE (Electronic Procurement System) application (Setyadiharja et al., 2014; Zogara et al., 2023). This application is used by government agencies to manage the procurement process of goods and services, but in fact the application is not utilized in the field. The purpose of electronic procurement of goods and services is to increase transparency and accountability, increase market access and business competition, improve the efficiency of the procurement process, support the monitoring process, and ensure data security (Nayabarani, 2018; Hidayat, 2015; Artantri et al., 2016). In the Regulation of the Government of the Republic of Indonesia Procurement Policy Agency Number 10 of 2021 concerning the Procurement of Goods and Services Work Unit, Chapter I, Article 1 (18), it is explained that Electronic procurement services are information technology management services to facilitate the implementation of electronic Procurement of Goods and services, then in point (20) it is stated that "The Electronic Procurement System, hereinafter abbreviated as SPSE, is an electronic system that includes software and hardware whose architecture is developed by LKPP starting from the planning system, procurement, procurement preparation, provider selection, contract implementation, work handover, management of Providers and Electronic Catalogs.

Management of Electronic Procurement Services is one of the biggest obstacles faced by UKPBJ, where considering the geographical location, infrastructure, human resources, social conditions and other things that are backward, the electronic Procurement management system certainly experiences obstacles in Paniai Regency.

Related to the Optimization of the Performance of the Procurement of Goods and Services Work Unit where the Qualification and Competence of Human Resources is an implementation of the strategy for fulfilling the qualification and competency indicators of PBJ HR which is expected to increase and improve the fulfillment of the PBJ ITKP score value, one of which is by recruiting CPNS with an educational background of S1 Economics and S1 Law. This is in accordance with the Qualification theory which prioritizes formal requirements such as education and certification. Where later for this CPNS there will be an increase through the participation of competency certification, thus producing certified functional position HR to fulfill needs, besides that leadership is also the main driver of how successful leaders are in fulfilling the qualification and competency indicators of PBJ HR to achieve goals. this is the result of research from Malynda (2024) entitled Strategy for Optimizing the Fulfillment of PBJ HR Qualification and Competence Indicators from the UKPBJ Goods and Services Procurement Governance Index (ITKP) of the Langkat Regency Regional Secretariat. Junaidi & Zennis (2023) Helen entitled The Existence of the Goods and Services Procurement Work Unit in the Goods and Services Procurement Process in the Pariaman City Government stated that One of the Obstacles experienced by UKPBJ in carrying out its functions is Human Resources that have not been fulfilled (lack of Management).

Several conclusions are drawn from the description of the problems found in the UKPBJ of the Paniai Regency Regional Secretariat, namely: 1) The Goods and Services Procurement Work Unit (UKPBJ) of the Paniai Regency Regional Secretariat has not been managed by human resources managing the Goods and Services Procurement function, as mandated in the Regulation of the Government of the Republic of Indonesia Goods / Services Procurement Policy Agency Number 10 of 2021 concerning the Goods and Services Procurement Work

Unit; 2) The procurement process for goods and services at UKPBJ is still not in accordance with the schedule set (late); 3) The management of goods and services is still borrowing employees from other SKPDs and does not have an office at UKPBJ; 4) The auction process for the procurement of goods and services at UKPBJ still does not use an electronic auction system but uses a manual system.

Methods

The research approach used in this study is the research approach for "Optimizing Human Resource Performance in the Goods and Services Procurement Work Unit at the Paniai Regency Regional Secretariat" must be adjusted to the local context and specific characteristics of the Paniai Regency Regional Government Office. The approach that can be used is descriptive qualitative. The location of the research was carried out at the Procurement of Goods and Services Work Unit of the Paniai Regency Regional Secretariat, Jalan Madi No. 1, Paniai, Central Papua, Indonesia. This research was conducted at the Procurement of Goods and Services Work Unit (UKPBJ) of the Paniai Regency Regional Secretariat, Jalan Madi No. 1, Paniai, Central Papua Province. The informants are the Head of UKPBJ Section, Working Group Team, PPTK, Third Party service users (Contractors), Budget Users. Secondary Data, namely data obtained from sources such as official documents from the Pania Regency Government Office, Data related to employee performance and other data sourced from journals or previous relevant research. The key informants who will be interviewed are the Head of Section, Working Group at UKPBJ, PPTK, Head of Office or Budget User, Third party service users. The research instrument used is an interview guide, in addition to conducting observations and documentation of data from the agencies being studied.

Result and Discussion

Human Resources Performance in the Procurement of Goods and Services Work Unit.

Human Resources Performance is the work results or achievements achieved by Human Resources in carrying out their duties in a certain period that can be measured. Performance is a popular word that is very interesting in public management discussions. The concept of performance can basically be seen from 2 aspects, namely employee performance (per-Individual) and organizational performance. Performance is a description of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, vision and mission of the organization (Bastian, 2001; Bleskadit et al., 2020; Andriani et al., 2015; Sihombing & Batoebara, 2019).

In the Big Indonesian Dictionary, performance is defined as something that is to be achieved, an achievement shown in a person's ability. Many limitations are given by experts regarding the term performance, although different in the emphasis of the formulation, but in principle work is about the process of achieving results.

The term performance comes from the word Job performance or actual performance (work achievement or actual achievement achieved by a person). In the context of management, the definition of performance is a work achievement or the results of a person's work based on the quantity and quality achieved in carrying out their functions in accordance with the responsibilities accepted, Kompas June 14, 2023 Definition of Performance According to Experts.

The researcher conducted several interviews with informants to obtain information regarding the Optimization of Human Resource Performance at the UKPBJ of the Pania Regency Regional Secretariat.

The following are the results of interviews with informants who have business with UKPBJ. Where the researcher took the focus of the research on UKPBJ performance with stages 1) UKPBJ Performance 2) Internal Factors 3) External Factors.

The results of the interview with Mr. Longginus Manangsang as the Head of the UKPBJ Section of Paniai Regency regarding the performance of Human Resources in UKPBJ which was carried out in the Head of Section's room are as follows:

"Efforts made to improve the work program in UKPBJ are to continue to encourage managers to continue to learn and explore knowledge about the rules or regulations related to UKPBJ. With limited personnel, we divide our tasks according to their ability to handle the work".

There are many obstacles that we face in managing the procurement of goods and services, including the auction system which is still manual, lack of human resources, both management resources, especially functional personnel specifically managing UKPBJ, as well as their competitiveness and knowledge are still minimal, infrastructure resources in terms of internet networks that often experience obstacles, and geographical location which is a problem. This makes the tasks and functions of UKPBJ not run well.

So far, our UKPBJ Working Group has still borrowed workers from other SKPDs who are assigned to UKPBJ so that automatically their performance is not optimal because they have to be good at dividing their time between main tasks and additional tasks. One of the efforts we have made so that functional personnel for UKPBJ management can be provided is by conveying it to the leadership, but until now there has been no response. Likewise, the auction process which is still manual is constrained by the lack of human resources for service management, human resources for service users, and an unstable internet network. We realize that this system has not received much attention because until now there have been no sanctions from the government regarding this problem. We rarely or routinely evaluate the performance of subordinates because we remember that the management employees do not have an office at UKPBJ".

The results of the interview with the Head of the PUPR Service of Paniai Regency, Mr. Albertus Adil, regarding the performance of Human Resources at UKPBJ which was carried out in the Head of the PUPR Service's office are as follows:

"We know about the existence of UKPBJ, because our SKPD always has a working relationship, especially regarding the procurement of goods/services. The performance of UPBJ is still less than optimal for several reasons, including that they still use a manual auction system, slow service and lack of management personnel which makes their performance seem slow, this is indicated by the auction process which is often delayed and difficult if there are obstacles that we face and require assistance or consultation, as well as guidance on procurement of goods/services. We really hope for special functional personnel who can manage UKPBJ to make it easier for us to solve problems, especially regarding Procurement of Goods/Services".

The same thing was also expressed by one of the Working Groups (Pokja) of the Procurement of Goods/Services Work Unit of the Paniai Regency Regional Secretariat, Mr. Kaharuddin, regarding the performance of Human Resources in UKPBJ which was carried out in the room of one of the working groups as follows:

"We have to be good at dividing our time in carrying out tasks between the main tasks in our work unit and additional tasks in the Procurement of Goods/Services Work Unit.

As a companion, consulting services and technical guidance for the procurement of goods and services we carry out in two places, namely in our work unit or in UKPBJ depending on where we are at that time”.

We are experiencing difficulties in our capacity as a Working Group in improving our performance in UKPBJ because in addition to the lack of personnel, our competence in the procurement of goods and services is still minimal.

So far, we have never had special training or guidance periodically to improve our knowledge and competence in managing goods/services, in addition to our lack of time, there is also no budget for it.

“Likewise, regarding Rewards or awards, so far there have been no awards or rewards for us because of our performance in UKPBJ”.

The results of the interview with the Technical Implementation Officer (PPTK) at the PUPR Office of Paniai Regency, Mr. Sam Yogi regarding the performance of Human Resources in UKPBJ which was carried out at the PUPR Office as follows:

“UKPBJ is a work unit where we have a working relationship, especially regarding the Procurement of goods/services and a place where we consult and ask for guidance on the procurement of goods and services. So far, the performance of UKPBJ has been considered less than optimal because the auction process still uses a manual system, as well as the lack of supporting human resources both in terms of personnel and management capabilities. Where the procurement manager for goods/services who are members of the working group does not yet have special functional personnel who are based in UKPBJ but still use workers from other SKPDs who also have responsibilities in their work units. The system used is still manual (off-line) this is certainly an obstacle for us as service users because we are currently in a digitalization era where everything can be easily and quickly accessed anywhere. The problem of consultation and guidance is not always carried out at the UKPBJ office but sometimes in the work unit where the work group is located. This is one of the obstacles for us and service users where due to time constraints and our main tasks, the consultation and guidance room is sometimes hampered ”

Supporting and Inhibiting Factors that affect the performance of human resources in the Procurement of Goods and Services Work Unit

There are 2 supporting and inhibiting factors that affect the performance of Human Resources in UKPBJ, namely: Internal factors that include competency, motivation, training, then external factors include regulations or legal products, budget and organizational support

The results of interviews with the Head of the UKPBJ Section regarding the factors that affect the performance of Human Resources in UKPBJ Paniai Regency which were carried out in the Head of Section's room are as follows:

"Internal supporting factors that affect the performance of Human Resources in UKPBJ are human resources who are ready to work and motivation from the leadership. While the External supporting factors are the budget owned by Paniai Regency which is sufficient so that it can be proposed for the future to budget for human resource development costs, the issuance of the Regent's Regulation concerning the Existence of UKPBJ, and motivation from the leadership who always want good performance ".
"Internal inhibiting factors that affect the performance of Human Resources in UKPBJ are the lack of human resources, especially the competence of the Goods/Services

Procurement management work group, where we do not have special functional staff for goods and services management, there has never been any training and the like, and so far, there has never been a reward for goods/Services managers who excel. Meanwhile, the External inhibiting factor is that there is no special budget for improving human resource competence, although the Regent Regulation has been issued as a follow-up to the Government Regulation, in fact its implementation in the field has not been appropriate, until now there has been no special regulation that we have made to improve the performance of Human Resources. What we really need to improve the performance of Human Resources is special functional staff for Goods/Services Procurement management who are domiciled in UKPBJ, a budget or funds for improving Human Resources, and a stable internet network system"

The results of an interview with the Head of the PUPR Office of Paniai Regency regarding the factors that affect the performance of Human Resources in UKPBJ which was carried out in the Head of the PUPR Office's office are as follows:

"Internal supporting factors influence so that the performance of Human Resources in UKPBJ work spirit owned by the Procurement of Goods/Services manager, as well as motivation from the leadership that makes UKPBJ performance can still be maintained. External supporting factors are the very adequate budget of Paniai Regency which can be used for the development of Human Resources, government support and the issuance of the Regent Regulation on the Existence of UKPBJ in Paniai Regency".

"Internal inhibiting factors that influence so that the performance of Human Resources in UKPBJ is less than optimal is the lack of competence possessed by the procurement of goods/services management staff who are members of the working group, this is indicated by the difficulty of finding solutions when we hold consultations or guidance, while external inhibiting factors that influence so that UKPBJ performance is less than optimal is the lack of UKPBJ support for managers to try to improve the competence of Procurement of Goods/Services managers".

The results of the interview with the Working Group (Pokja) of the Procurement of Goods/Services Work Unit of the Paniai Regency Regional Secretariat regarding the factors that influence the performance of Human Resources in UKPBJ which was carried out in the room of one of the working groups are as follows:

"The internal inhibiting factor that affects our performance as managers of Procurement of goods/services is that the competence we have regarding procurement of goods/services is still very minimal because so far we have had to be good at dividing our time between our main tasks and additional tasks as a working group in UKPBJ, also because so far we have never participated in Training activities, Technical Guidance or the like as material to increase our knowledge about procurement of goods/services. While the external inhibiting factor is the unavailability of budget allocation for us to increase knowledge, or participate in technical guidance, training or the like, and there is no reward from the government for us, especially because we carry out additional heavy tasks outside of our main tasks."

"We realize that one of the internal supporting factors that affects our performance as managers of Procurement of Goods/Services is that our competence can still be relied upon because it is proven that even with additional tasks we can still complete the tasks given even with less than optimal results, while the external supporting factor is the budget owned by Paniai Regency which allows for the proposal of budgeting for the

development of Human Resource Capacity, as well as the motivation from the leadership to us to continue working optimally."

The results of interviews with the Technical Implementation Officers (PPTK) of Paniai Regency SKPD regarding the factors that affect the performance of Human Resources in UKPBJ which were carried out in the room of one of the PPTKs are as follows:

"One of the internal supporting factors that we face that affects the performance of human resources managing procurement of goods/services is the work spirit of the UKPBJ Working Group, as well as the motivation that is always given by the Head of UKPBJ to the UKPBJ Working Group, while the external supporting factor is the budget owned by Paniai Regency which still has the possibility of budgeting for the development of Human Resource Capacity."

One of the internal inhibiting factors that we face that affects the performance of human resources managing procurement of goods/services is our difficulty when facing problems and wanting to consult, assist or guide the procurement of goods/services working group, on the grounds that they also have main tasks that must be completed, while the tasks in UKPBJ are only additional tasks and they are not special functional personnel who manage these activities. External factors that affect the performance of human resources managing procurement of goods/services are the lack of government support for procurement managers of goods/services, this is indicated by the absence of special allocations to increase managerial knowledge and no rewards for them. "

The results of interviews with service users, namely third parties (contractors) regarding factors that influence the performance of Human Resources in UKPBJ are as follows:

"The Internal Supporting Factor that most influences the performance of Human Resources managing the Procurement of goods/services that is directly related to us as service users is the high work spirit of the UKPBJ Working Group which, despite having two responsibilities, is still able to serve us and the support of the Paniai Regency government regarding UKPBJ performance".

"The Internal Inhibiting Factor that most influences the performance of Human Resources managing the Procurement of goods/services that is directly related to us as service users is the low competence of the managers where we feel confused when we are going to conduct consultations or guidance, while the external inhibiting factor is the lack of government support for us as service users because the government has not used an auction system with an online system which of course if this is implemented will make it easier for us to access"

Human Resources Performance in the Goods and Services Procurement Work Unit

This study has explained the performance of Human Resources in the Goods and Services Procurement Work Unit at the Paniai Regency Government, based on the results of interviews with informants, researchers found obstacles encountered in completing the tasks and functions of the Goods and Services Procurement Work Unit.

The author's observations on the performance of the UKPBJ of the Paniai Regency Regional Secretariat found facts in the field that the performance of UKPBJ has not been running optimally considering that the functional personnel ordered in the Regulation of the Republic of Indonesia Goods and Services Procurement Policy Agency Number 10 of 2021 concerning UKPBJ have not been fulfilled and are still using assistance from other SKPDs which of course also have responsibility for the main tasks and functions in their SKPDs, the procurement

system which is still manual is certainly very contrary to the purpose of using SPSE, namely increasing efficiency and effectiveness in Government PBJ, accelerating the procurement process, minimizing errors and fraudulent practices, increasing transparency and accountability, increasing market access and healthy business competition, improving the level of efficiency of the procurement process, supporting the monitoring and audit process and fulfilling real-time access to information. Documents belonging to service users (Contractors) are also very vulnerable to being lost or other unwanted things happening. 1) The unavailability of special functional personnel for managing Procurement of Goods/Services (Working Group) which is an order in the Regulation of the Republic of Indonesia Procurement Policy Agency Number 10 of 2021 concerning UKPBJ, of course, affects the performance of UKPBJ; 2) Working Groups that still use assistance from other SKPDs have responsibilities in their SKPDs that must be completed so that the main tasks and functions in UKPBJ are not running optimally; 3) The Procurement System which is still manual is very contrary to the condition of minimal human resources, where the manual system certainly requires reliable human resources and sufficient personnel; 4) So far, there have been no sanctions given by the government because the Procurement system is still manual so that until now the procurement system for goods/services in Paniai Regency has not used an electronic procurement system (E-procurement). Evaluation of the performance of goods/services managers is rarely carried out considering that the management staff do not routinely work at UKPBJ; 5) Supporting and Inhibiting Factors of Performance in the Goods and Services Procurement Work Unit

Based on the results of the Research and Observations conducted by the author on the factors that influence the performance of the UKPBJ of the Paniai Regency Regional Secretariat, the author found facts in the field that:

Supporting Factors

Several factors supporting the performance of Human Resources Managing Goods/Services in UKPBJ are: a) Internal factors are, the high work spirit or motivation possessed by the goods/services management personnel is proven even though the tasks in UKPBJ are additional tasks with limited competence but can still be completed even though the results are less than optimal; b) External factors that influence the performance of Human Resources managing goods/services procurement in UKPBJ are: c) The budget owned by Paniai Regency which still allows for the future to be allocated for budgeting to improve the competence of goods/services managers through Technical Guidance, Education and Training, seminars and other activities aimed at improving the competence of goods and services managers. In addition, the budget can also be allocated for the procurement of ASN functional personnel for managing Goods/Services, so that in the future they will no longer use assistance from other SKPDs; d) The issuance of the Regent's Regulation on the existence of UKPBJ is one form of government support for the existence of UKPBJ; e) The budget available in Paniai Regency still has the possibility to propose rewards or awards for managers of goods/services procurement as long as it runs in accordance with existing regulations.

Inhibiting Factors

The inhibiting factors that affect the performance of human resources in the Goods and Services Procurement Work Unit are: a) Internal factors are: 1. The competence of the managers is not yet optimal where they are assistance workers from other SKPDs who are given additional tasks to manage Procurement of Goods/Services; 2. So far they have never received an award or reward as a form of appreciation for their performance, especially the Working Group that has main tasks in their SKPD and has additional tasks in UKPBJ; 3. So far they have never participated in Technical Guidance, Training or training on managing

procurement of goods/services; b. External factors that affect the performance of Human Resources managing procurement of goods/services in UKPBJ are: 1. There has been no special Budget allocation for improving the competence of Human Resources in UKPBJ, especially for Technical Guidance, Training or other activities whose purpose is to increase knowledge about procurement of Goods/Services, while one of the main tasks and functions of UKPBJ is mentoring and guidance; 2. There has been no effort from the government to provide special functional personnel to manage procurement of goods/services; 3. The Regent Regulation on UKPBJ has been issued but the follow-up has not been fully implemented.

Human Resource Performance Optimization Strategy in UKPBJ

From the description of the results of interviews and observations on Human Resource Performance and the factors that influence it so that Human Resource performance in the Goods/Services Procurement Work Unit is running less than optimally, a strategy is needed so that it can run more optimally, namely:

Human Resource Planning (Employees)

The strategy carried out to optimize Human Resource Performance in UKPBJ is through Human Resource planning, namely: (a) allocating a budget for human resource development costs in order to improve the competence of goods and services procurement managers in the form of technical guidance, seminars, training and others (b) conducting routine evaluations of the performance of goods/services procurement officers (c). providing awards or rewards to goods/services management employees who perform well.

Recruitment, Selection and Placement of Functional Personnel

The next strategy is to procure special functional personnel to manage the procurement of goods/services as regulated in the Regulation of the Republic of Indonesia Goods and Services Procurement Policy Agency Number 10 of 2021 concerning UKPBJ,

Immediately implement an electronic procurement system (E-procurement), in order to increase efficiency and effectiveness in Government PBJ, accelerate the procurement process, minimize errors and fraudulent practices, increase transparency and accountability, increase market access and healthy business competition, improve the efficiency level of the procurement process, support the monitoring and audit process and fulfill real-time access to information.

Conclusion

The performance of Human Resources in the Procurement of Goods/Services Work Unit of the Paniai Regency Regional Secretariat has not been running optimally. This is due to the unavailability of special functional personnel to manage Procurement of Goods/Services (Work Group) as ordered in the Regulation of the Republic of Indonesia Procurement Policy Agency Number 10 of 2021 concerning UKPBJ. Work Groups that still use assistance from other SKPDs have responsibilities in their SKPDs that must be completed so that the main tasks and functions in UKPBJ are not running optimally. The Procurement system which is still manual is very contrary to the condition of minimal human resources, where the manual system certainly requires reliable human resources and sufficient personnel. So far, there have been no sanctions given by the government because the Procurement system is still manual so that until now the procurement system for goods/services in Paniai Regency has not used an electronic procurement system (E-procurement). Evaluation of the performance of goods/service managers is rarely carried out considering that the management staff do not routinely work at the UKPBJ Factors that influence the performance of Human Resources in

the Goods/Services Procurement Work Unit of the Paniai Regency Regional Secretariat are: Internal supporting factors that influence the performance of Human Resources managing goods/services procurement in UKPBJ are high work motivation and the competence of the work group still allows for improving the performance of human resources in UKPBJ. For external supporting factors, the budget owned by Paniai Regency still allows for future allocation for budgeting to improve the competence of goods/service managers, procurement of special functional personnel for goods and services managers, it can be proposed to provide rewards or awards to goods/services procurement managers as long as it runs in accordance with existing regulations. Internal inhibiting factors that affect the performance of Human Resources managing procurement of Goods/Services in UKPBJ are: the competency possessed by the managers is not yet optimal where they have never participated in Technical Guidance, Training or training on managing procurement of goods/services, So far they have never received an award or reward as a form of appreciation for their performance, especially the Working Group that has main tasks in its SKPD and has additional tasks in UKPBJ External inhibiting factors that affect the performance of Human Resources managing procurement of goods/services in UKPBJ are: there has been no special Budget allocation for improving Human Resources in UKPBJ especially for Technical Guidance, Training or other activities that aim to increase knowledge about procurement of Goods/Services, while one of the main tasks and functions of UKPBJ is mentoring and guidance, there has been no effort from the government to provide special functional personnel to manage procurement of goods/services.

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