

# An Analysis of Human Resource Needs for the Functional Position of Goods/Services Procurement Manager in the Ministry of Agrarian and Spatial Planning/National Land Agency

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## ABSTRACT

Human resources serve as a cornerstone for the continuity of an organization or company, emphasizing the importance of human resource planning to overcome challenges in the human resources domain and achieve organizational objectives. The purpose of this study is to analyze the ideal number of human resources needed for the Functional Position of Goods/Services Procurement Manager in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. The method used in this study is qualitative research, which is used to investigate natural object conditions (as opposed to experiments) where the researchers serve as the key instrument for data collection using triangulation, inductive/qualitative analysis, and placing emphasis on meaning rather than generalization. The focus of the study is based on job analysis and workload analysis. Data collection techniques involve data reduction, data presentation, and drawing conclusions. The results of the study show that the human resource needs for the Functional Position of Goods/Services Procurement Manager in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency have not been fully met or there are still shortages, resulting in civil servants occupying the position having to work beyond regular working hours. There are several obstacles in planning and developing human resources, including a lack of interest in the position, incomplete documentation as a

requirement for job transfers, and civil servants interested in the position but lacking the Goods/Services Procurement Certificate. The Ministry of Agrarian Affairs and Spatial Planning/National Land Agency takes steps to address these issues through inpassing procedures and selection of candidates from external organizations who wish to pursue a career in the ministry.

**Keywords:** Human Resource Needs, Job Analysis, Workload Analysis

## INTRODUCTION

An organization relies on the commitment and competence of its human resources to achieve its goals effectively (Rommy, 2022). Human resource planning plays a critical role in ensuring the sustainability of an organization and minimizing uncertainties by analyzing future scenarios. In government institutions, job positions are classified as general functional positions or specific/special functional positions, each with its evaluation system (Rommy, 2022). One specific position is the Functional Position of Goods/Services Procurement Managers, responsible for government procurement activities (Rommy, 2022). Government procurement of goods and services is regulated by Presidential Regulation Number 12 of 2021 and requires Civil Servants to hold a Basic Level

Expertise Certificate in Goods and Services Procurement issued by Government Goods and Services Procurement Policy Institution. It involves acquiring goods and services funded by the State or Regional Budgets, aiming to improve public services and promote economic growth (Presidential Regulation Number 12 of 2021). While some procurements are handled internally, the government often relies on private sector involvement (Presidential Regulation Number 12 of 2021).

Procurement activities up to certain thresholds are carried out by Procurement Officers with a Basic Level Expertise Certificate, while higher-value procurements require a tender process managed by Functional Positions of Goods/Services Procurement Managers (Presidential Regulation Number 12 of 2021). The proper implementation of procurement processes is essential for the performance of government ministries and agencies (Presidential Regulation Number 12 of 2021).

The limited interest of civil servants in pursuing a career as Functional Position of Goods/Services Procurement Managers in government organizations can be attributed to various factors (Rommy, 2022). Challenges in implementing procurement policies and standard operating procedures, interventions from parties associated with procurement, and a lack of accountability hinder transparency, accountability, effectiveness, and efficiency in procurement (Florisa, 2022). Moreover, limited experience and career advancement opportunities, lower professional allowances, and strict requirements for passing and placement contribute to the lack of interest in the procurement profession (Fanny, 2013; Munim, 2020). Additionally, the sensitivity and legal implications of procurement cases, inadequate protection for procurement professionals, and the criminalization of procurement activities further discourage civil servants from pursuing FP-GSPBJ roles (Rommy, 2022). These factors highlight the need to address

these challenges to attract more individuals to the procurement field.

Since 2020, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency has implemented the Functional Position of Goods/Services Procurement Managers (FP-GSPBJ) for procurement activities. However, the limited number of 14 FP-GSPBJ positions out of 517 work units nationwide poses a challenge. This shortage of qualified personnel results in a heavy workload and may hinder procurement processes. To address this issue, it is crucial to recruit or procure additional personnel with the necessary expertise and certification in goods/services procurement to ensure smooth and effective operations.

Based on the background provided, the research will focus on the following issues:

1. What is the ideal number of human resources required for the Functional Position of Goods/Services Procurement Managers in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency?
2. How can human resources in the Functional Position of Goods/Services Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency optimize their work time?
3. What are the obstacles in planning human resource needs and developing human resources to meet the requirements of the Functional Position of Goods/Services Procurement Managers in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency?
4. How does the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency address the challenges in meeting the human resource needs for the Functional Position of Goods/Services Procurement Managers?

The objective of this study is to examine the optimal workforce requirements for the Functional Position of Goods/Services

Procurement Managers in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. The research investigates the efficient utilization of working hours by Civil Servants in these positions, identifies obstacles in human resource planning and development, and proposes strategies to address the challenges in meeting the human resource needs. The findings of this study have both theoretical and practical implications. The theoretical implications contribute to the field of Human Resource Management by providing empirical evidence and serving as a valuable resource for future research. From a practical standpoint, the outcomes can be utilized by the Ministry to effectively manage the human resource requirements for the Goods/Services Procurement Manager position. Ultimately, this study aims to enhance knowledge and practice in human resource planning within the organization, offering valuable insights for decision-making processes.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resources are considered the most valuable assets of an organization as they contribute their talents, skills, knowledge, and experience to achieve organizational goals (Utama, 2020). Human resource management is the process of empowering and maximizing the potential of organizational members to effectively and efficiently achieve organizational objectives (Ajabar, 2020). It involves managing human resources as the primary resource or asset through the application of management and operational functions (Mulia, 2021). The principles of human resource management include recognizing human resources as the organization's key asset, ensuring interconnected rules and policies that contribute to business goals, recognizing the impact of organizational culture and leadership behavior on performance outcomes, and fostering integrated relationships among all members of the organization (Mulia, 2021). In this regard,

practitioners in human resource management should have specialization in industrial and organizational psychology to understand and apply effective strategies in managing human resources.

### **Human resource planning**

Human resource management encompasses various functions, including planning, recruitment, development, compensation, health and safety, and employee relations (Mulia, 2021). Planning is essential for achieving objectives, and well-prepared plans lead to satisfactory outcomes. To enhance productivity and competitiveness, companies adopt strategic planning approaches that consider long-term sustainability and value creation (Syarif, 2022). Human resource planning involves determining the appropriate quantity and quality of resources needed, including forecasting future recruitment requirements. Organizations must carefully consider workforce expansion, considering time and associated costs that tend to rise annually. Competent individuals are crucial for successful human resource planning, as they make informed decisions about the quantity and quality of resources needed (Rusdiana, 2022). Continuous workforce planning prevents skill gaps and facilitates talent development, while leadership development is a responsibility of top management. According to Wardhana (2021), human resource planning ensures the quantity and quality of human resources, meets acquisition time targets, achieves individual and organizational goals, anticipates environmental changes and strategies, and minimizes acquisition costs. Simarmata (2021) adds that it is an anticipatory activity addressing future workforce demand and supply. Mondy (2019) highlights its systematic nature, involving job analysis, recruitment, selection, and socialization. Human resource planning benefits individuals by providing clarity about workplace management plans, while organizations benefit from increased efficiency and productivity. Moreover,

national compliance with human resource planning contributes to societal systems for selecting and attracting qualified individuals, international competitiveness, productivity, and government programs.

Civil servants play a crucial role in the attainment of national objectives and embodying national ideals. They are responsible for delivering public services, executing government tasks, and contributing to specific development initiatives. It is of utmost importance to establish an integrated and ethical civil service system that operates with professionalism, integrity, and impartiality, free from political interference and corrupt practices. This necessitates the eradication of corruption, collusion, and nepotism, while upholding the principles of public service and the values enshrined in the Indonesian Constitution. The recruitment, appointment, placement, and promotion of civil servants should be based on their competencies and qualifications, adhering to the principles of good governance and institutional reform. Civil servants are expected to actively manage and develop themselves, be accountable for their performance, and uphold merit-based principles. Ultimately, they are pivotal in achieving organizational goals, and their potential serves as the driving force behind the realization of an organization's purpose.

### **State Civil Apparatus**

The significance of human resource planning for State Civil Apparatus (ASN) can be observed in various aspects. According to Article 1 of Law Number 5 of 2014 on State Civil Apparatus, ASN refers to a profession for civil servants and government employees working in government agencies. Effective human resource planning is essential for enhancing the quality of public service delivery and governance towards the community. The reformation of the civil service introduced by the aforementioned law positions civil servants as professionals responsible for managing and developing themselves, as

well as being accountable for their performance and adhering to the principles of merit in the implementation of civil service management. The designation of ASN as "state apparatus" is explicitly mentioned in Article 8. This shift towards a professional approach creates a healthy competitive environment for individual civil servants to advance their careers, achieve satisfactory results, and positively contribute to the values and goals of their respective organizations (Rudiansyah, 2021; Indrasar, 2021)

### **Functional Positions in Government Agencies**

Functional positions in government agencies are essential for the effective execution of tasks based on specific skills and competencies. These positions, as defined by Government Regulation No. 16 of 1994, represent the duties, responsibilities, authorities, and expertise of civil servants within their respective organizational units. The appointment to functional positions aims to promote professionalism and career development (PP No. 16/1994). Functional positions can be categorized into two types: Functional Expertise Positions, which require professional qualifications and expertise in a specific field, and Functional Skill Positions, which involve technical knowledge and specific work procedures (PP No. 40/2010). Law No. 5 of 2014 emphasizes the importance of functional positions in providing functional services based on specific expertise and skills (UU No. 5/2014). One specific functional position is the Functional Position of Procurement Management Officers that focuses on government procurement activities and requires specialized knowledge and skills (UU No. 5/2014). These positions play a vital role in government institutions, and the officials occupying them are responsible for the effective implementation of procurement tasks (PP No. 87/1999).

Functional positions offer numerous advantages for Civil Servants. Firstly, they

provide an expedited path to higher rank promotion, enabling individuals in these positions to advance more swiftly compared to those in executive roles. This facilitates enhanced career progression and improved prospects for professional development. Secondly, functional positions come with larger position allowances, serving as financial incentives that recognize the specialized skills and expertise of those occupying such roles. The amount of allowance varies depending on the specific functional position, with higher-level positions receiving greater allowances.

Functional positions in the Civil Service promote the expansion of innovative thinking and the exploration of creative ideas among Civil Servants. Holding such positions motivates individuals to enhance their skills and knowledge in alignment with the requirements of their specific roles, fostering continuous professional growth and overall performance enhancement within the Civil Service. Functional positions provide opportunities for career advancement, financial benefits, and the cultivation of creativity and expertise. It is important to note that the Civil Service comprises various types of positions, including High Leadership Positions, which involve senior roles in government agencies, Administrative Positions, which encompass tasks related to public service and governance, and Functional Positions, which emphasize specialized services based on specific expertise and skills. The appointment to these positions is determined by the President upon the recommendation of the Minister of State Empowerment, providing Civil Servants with diverse career pathways within the Civil Service.

### **Job analysis**

Job analysis is a crucial process that involves analyzing the tasks, responsibilities, and requirements of a specific position (Malayu in Semaun, 2019). It provides a clear understanding of the job and serves as the foundation for various human resource management activities,

including recruitment, selection, compensation, and training. The outcome of job analysis is the job description and job specification, which provide detailed information about the position.

The purpose of job analysis is to align an organization's human resources with its strategic goals and objectives. It helps identify the knowledge, skills, and abilities required for effective job performance, enabling organizations to evaluate employee performance, provide appropriate training and development opportunities, and establish fair compensation systems.

Job analysis guidelines are developed to provide a comprehensive framework for conducting job analysis in government agencies. These guidelines offer standardized data formats and steps, facilitating the process and ensuring the formulation of job analysis results for organizational, personnel, administrative, and supervisory purposes. By utilizing these guidelines, government agencies can enhance their personnel organization, improve implementation strategies, establish effective supervision mechanisms, and promote overall accountability.

Job analysis has numerous benefits. It facilitates the recruitment and selection process by ensuring the right individuals are hired for the right positions. It helps identify training needs, evaluate existing jobs, establish clear chains of command and accountability, determine compensation structures, and provide input for performance assessments (Ferinia, 2021).

In the context of Functional Positions in Procurement Management, the hierarchical positions range from Procurement Manager Expert I to Procurement Manager Expert III, as specified in Regulation No. 29 of 2020 issued by the Ministry of Administrative and Bureaucratic Reform (Permenpan).

Job analysis plays a crucial role in various organizational activities. It aids in determining compensation structures, evaluating environmental challenges, eliminating discriminatory job requirements, planning future human resource needs,

matching job applications with vacancies, identifying training needs, developing employee development plans, setting performance standards, optimizing organizational structure, and more. Overall, job analysis provides valuable insights into the nature of jobs within an organization, enabling effective workforce planning and enhancing various HR functions.

### **Workload analysis**

Workload refers to the volume of work assigned to employees, encompassing both physical and mental tasks for which they are responsible (Mahawati, 2021). Each job represents a workload for individuals, and employees have their own capacity to handle the workload, which can be physical, mental, or social in nature. Conducting workload analysis helps establish benchmarks for employees and organizational units, including task completion time norms, work efficiency levels, workload standards, work performance standards, personnel structuring, and improvement of work procedures (Mahawati, 2021).

According to Gowron (as cited in Utami, 2022), workload is a set of task demands, efforts, and achievements. It represents the desired goals, available time, and level of tasks to be completed. Workload analysis aims to determine the appropriate number of personnel and the level of responsibility or workload that can be assigned to an individual. It helps identify the number of employees required and the workload that can be assigned based on work hours (Gowron, as cited in Utami, 2022).

Workload measurement is a management technique used to gather job-related information for improving administration, organizational structure, and human resources. By dividing the workload among individuals and analyzing the average time needed to complete tasks, the required time for task completion or the number of employees needed can be determined (Mahawati, 2021).

Job analysis is crucial in personnel management, providing a clear understanding of job requirements. External factors such as task-related aspects and organizational factors, along with the work environment, influence workload and work capacity. The work environment includes physical, chemical, biological, and psychological factors that can impact employee performance and well-being (Mahawati, 2021; Gowron, as cited in Utami, 2022; Santoso, as cited in Utami, 2022). Considering these factors is essential for creating a comfortable and safe work environment.

### **RESEARCH METHOD**

This study is a descriptive research conducted using a qualitative approach. It follows the postpositivist philosophy and focuses on natural conditions rather than experiments. The researcher acts as the main data collection instrument, using triangulation and qualitative analysis to emphasize the meaning of the findings. The qualitative research approach emphasizes deductive and inductive reasoning and the analysis of relationships among observed phenomena. While quantitative data may be included, the emphasis is not on hypothesis testing but on answering research questions through formal and argumentative thinking. In this study, the qualitative approach is used to gather data on the demand, supply, and gap of Human Resources for the Functional Position of Procurement Manager in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, including projections for future demand and supply.

### **Variable Operational Definition**

Job Analysis is a crucial procedure utilized to determine the tasks and skill requirements specific to the Functional Position of Procurement Manager in the field of Procurement of Goods/Services. This analysis helps in understanding the responsibilities and competencies needed for effective performance in this role.

Workload Analysis, on the other hand, focuses on identifying the optimal number of employees and their qualifications necessary to accomplish organizational objectives in fulfilling the Functional Position of Procurement Manager. This analysis considers factors such as the number of handled packages, the total budget allocated for procurement activities, and the type of supplier selection method employed. These elements play a significant role in determining the workload and resource needs for the Procurement Manager position.

### **Types and sources of data**

The study will collect two types of data: primary data and secondary data. Primary data will be obtained through interviews with key informants (Hermawan, 2021), including individuals from the General Affairs and Procurement Bureau and the Personnel and Organization Bureau. Main informants directly involved in the social interactions being studied will also be interviewed. Additional informants who have relevant information will contribute to the data collection process. On the other hand, secondary data will be gathered from documented sources that have been published and can be accessed by various parties (Syahza, 2021).

### **Data collection techniques**

Data collection in this study encompasses two main techniques: primary data collection through in-depth interviews and secondary data collection through documentation. In-depth interviews involve direct interaction with respondents, utilizing probing techniques to uncover hidden information related to the research topic. Structured interviews are conducted with selected individuals, namely Human Resources practitioners from the Personnel and General Affairs Bureaus of the Ministry of Agrarian and Spatial Planning/National Land Agency. The interviews employ open-ended questions to elicit valuable insights from the respondents. On the other hand,

documentation involves gathering information from various written sources, including legal regulations, reports, articles, journals, and newspapers. These documents provide secondary data that are relevant to the research objectives. By employing these techniques, the study aims to obtain comprehensive and accurate data for analysis and interpretation.

### **Data processing**

This study involves analyzing secondary data through documentation and workload analysis using the human resource needs calculation method. The calculation considers various factors such as the number of units served, the Budget Implementation List, and the total number of work packages in the General Procurement Plan. The obtained formation for the Functional Position of Procurement Managers in the Procurement Work Unit is used for planning purposes. Data processing includes reducing and presenting the collected data through interviews. Data reduction involves refining, categorizing, and organizing the data to ensure accuracy and facilitate information retrieval. The presented data is structured in a way that allows for drawing conclusions and taking actions, using descriptive narratives, diagrams, and other visual aids. The final step involves drawing conclusions and verifying findings by interpreting the data and identifying patterns and relationships. The conclusions are based on the presented data and are continually reviewed and verified through the analysis process.

## **RESULT**

The formation for the Functional Position of Procurement Managers in the Procurement Work Unit is calculated based on the completion time of procurement activities. This calculation involves summing up the total completion time for each procurement activity within a year, considering all the components involved. The effective working hours for Procurement Managers in a year are set at 1,250 hours. Dividing the

total completion time by the effective working hours provides an estimation of the required number of positions for Procurement Managers at each job level. The complexity of the procurement packages determines the job level, with Junior Procurement Managers handling simple packages, Intermediate Procurement Managers handling semi-complex packages, and Senior Procurement Managers handling complex packages. By performing this calculation, the appropriate formation for the Functional Position of Procurement Managers in the Procurement Work Unit can be determined.

To determine the staffing requirements for Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, a Workload Analysis is conducted based on the job levels outlined in the Guidelines for the Formation of Functional Positions of Procurement Managers issued by the Government Procurement Policy Agency. The analysis considers different activities and their associated workload volumes and estimated completion times. For example, the E-Purchasing activity has a workload volume of 7,377 and an estimated completion time of 4 hours per day, resulting in an annual completion time of 29,506 hours. Similarly, the Direct Procurement activity has a workload volume of 4,939 with an estimated completion time of 9 hours per day, leading to an annual completion time of 44,453 hours. The Quick Tender activity, on the other hand, has a workload volume of 5 with an estimated completion time of 10 hours per day, resulting in an annual completion time of 50 hours. These calculations help determine the staffing needs for each job level and inform decision-making regarding the allocation of resources in the procurement department.

At the Junior level, the workload analysis for the Procurement Manager position reveals the following results. For Direct Appointment, the workload volume is 40.33, which involves tasks such as

generating Minutes of Meeting, Documents, Lists, and Reports. The estimated completion time for this activity is 15 hours per day, resulting in an annual completion time of 605 hours. Similarly, for Tender, the workload volume is 255.33, with an estimated completion time of 36 hours per day, totaling 9,192 hours annually. Lastly, for Selection, the workload volume is 122, with an estimated completion time of 37 hours per day, amounting to 4,514 hours annually. These calculations provide insights into the workload faced by Junior-level Procurement Managers in terms of various procurement activities.

At the Intermediate level, the workload analysis for the Procurement Manager position yields the following results. For Direct Appointment, the workload volume is 74,009, and based on an effective working time of 1,250 hours per year, the required formation is calculated to be 59 people. Similarly, for the Junior level, the workload volume is 14,311, and the required formation is determined to be 11 people. However, as per the Job Analysis and Workload Analysis, there is no requirement for Procurement Managers at the Intermediate level in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency until 2022. This implies that there is no need to fill positions for Procurement Managers at the Intermediate level during this period.

Based on the calculations, it is determined that the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency requires a total of 70 Functional Officers for Procurement of Goods/Services. However, the current number of officers in this role is only 14, resulting in a shortage of 56 personnel or a staffing level of only 20%. The Procurement Manager at the Junior Level is the position with the highest shortage, with only 6.78% availability. This significant disparity in human resource availability will have a negative impact on the performance of the 14 Functional Officers and the overall effectiveness of the



ministry, especially in meeting the timely implementation of crucial programs.

- The utilization of working time for the Functional Position of Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency is described by Ms. Anna Zahroh Uswatun Chasanah, S.Sos. MM from the General Affairs and Procurement Bureau:

"For the tender packages in 2022 implemented by the Procurement Managers, there were 282 packages. There are also procurement methods such as Direct Appointment, e-Purchasing, and e-Direct Appointment implemented by the Procurement Managers. The data in the General Procurement Plan for the tender packages is approximately 600 packages" (Interview on January 16th, at 16:10).

According to Ms. Anna Zahroh Uswatun Chasanah, S.Sos. MM from the General Affairs and Procurement Bureau:

"The working time for each tender package, from review to completion, is approximately 30 days. For consultant services, it takes an average of 60 working days, while for Direct Appointment, it takes around 10 working days" (Interview on January 16th, 2023, at 16:20).

Meanwhile, according to Silvia Deswari, SP from the General Affairs and Procurement Bureau stated:

"In practice, there are differences in the time intervals for each work package. The completion time for work packages by the Procurement Managers (Functional Position of Procurement Managers) is counted from the announcement until the issuance of Letter of Appointment of Goods and Services Providers, which ranges from 18 to 20 calendar days. However, if the overall time is calculated from the receipt of Official Memorandum from Commitment-Making Official to Procurement Work Unit, it ranges from 30 to 60 days" (Interview on April 28th, 2023, at 16:20).

Furthermore, according to Lumian Roselina Simbolon, SE., MM, one of the Functional

Officers for Procurement of Goods/ Services, expressed:

"For each tender package received, it must be completed on time according to the procurement SOP for goods and services. However, due to the high number of tender packages, to ensure that the tender execution timeline remains on time, myself and my colleagues have to work overtime. Even at midnight, we still have Zoom meetings with our colleagues in the team to complete the tender packages. Not to mention during the evaluation process, the timing coincides with multiple tender procurement packages. Hopefully, we don't make mistakes in entering evaluation data" (Interview conducted on January 17th, 2023, at 10:00).

Based on the interview with Ellen Meilinda Nainggolan, a Functional Officer for Procurement of Goods/Services, she stated:

"We strive to complete the targets given to us in each working group (Pokja) according to the set targets. There are indeed some procurement packages with tenders where we sometimes have to reschedule the timeline, but it is not for an extended period and still within the required time frame" (Interview conducted on January 17th, 2023, at 11:00).

Based on the interviews, it was found that the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency follows the Standard Operating Procedures (SOP) outlined in Government Procurement Agency Regulation No. 12 of 2021 for the procurement of goods/services through providers. The Functional Officers for Procurement of Goods/Services strictly adhere to the SOP regulations set by the Ministry through Decree No. 740/SK.OT.02/VI/2021, which defines the Standard Operating Procedures for the Procurement Work Unit. However, it was identified that inefficient time management practices, such as working beyond regular hours and late into the night, can have negative implications on the workload and potentially lead to a misalignment between

expected outcomes and actual work delivered.

- Obstacles in planning and developing human resources to meet the needs of the Functional Position of Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.

According to Mrs. Anna Zahroh Uswatun Chasanah, S.Sos. MM from the General Affairs and Procurement Bureau:

"The General Affairs and Procurement Bureau has started planning for human resources in the Functional Position of Procurement Managers since 2021 and has requested an increase in the number of Procurement Managers. However, because Procurement of Goods/Services is not the core business of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, the fulfillment of human resources is not adequately considered." (Interview conducted on January 16th at 4:30)

On the other hand, the obstacles in filling the positions of Functional Procurement Managers, according to Mrs. Anggit Wahyu Nur Hadhini, S.Kom from the Human Resources and Organization Bureau:

"The lack of employees interested in occupying the Functional Position of Procurement Managers is a challenge, and even for those interested, they face difficulties in fulfilling the required portfolio documents for the transition to the Functional Position of Procurement Managers. Although these documents are actually the result of their work as procurement officers." (Interview conducted on January 15th at 3:30)

The statement by Mrs. Anggit Wahyu Nur Hadhini, S.Kom is further supported by Mrs. Silvia Deswari, SP from the General Affairs and Procurement Bureau:

"Human resource planning in a department is related to the calculation of Workload Analysis as closely aligned with its needs. Currently, the human resource needs for the Functional Position of Procurement Managers are calculated based on the

budget interval and the number of announced work packages in SiRUP through the provider method. The responses to fulfill human resources in the Functional Position of Procurement Managers include the mechanism of job rotation and the recruitment of P3K (Government Employees with Work Agreements). However, for job rotation with Portfolio and P3K mechanisms, there are several constraints, such as the fulfillment of evidence or proof of work that has been carried out. As for the P3K mechanism, the recruitment schedule depends on the schedule set by the National Civil Service Agency (BKN)." (Interview conducted on April 28th, 2023, at 10:10).

Another constraint is expressed by Mrs. Anna Zahroh Uswatun Chasanah, S.Sos. MM from the General Affairs and Procurement Bureau:

"Looking at the number of proposals submitted to the Procurement Work Unit (UKPBJ), one of the factors that hinder the fulfillment of Functional Procurement Managers (JFPPBJ) is the lack of certification among interested civil servants. They also consider the work risks, as on average, the human resources are not prepared to accept work risks." (Interview conducted on January 16th at 4:30)

Furthermore, Mrs. Eggy from the Organization and Human Resources Bureau identifies constraints in the implementation of planning and fulfillment of human resources for the Functional Position of Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency:

"Regarding the constraints in fulfilling the Functional Position of Procurement Managers (JFPBJ), this year, when we opened the selection process for PPPK (Civil Servants with Work Agreements) for JF PBJ, several candidates did not pass because some required documents were either not appropriate or incomplete. One of the requirements is to have a competency certificate. However, most interested individuals do not possess the competency

certificate. Additionally, there are few transfers to the JF PBJ position as it is perceived to have a significant workload." (Interview conducted on April 29th, 2023, at 9:30)

The main reasons for the inadequate fulfillment of the required number of Functional Positions of Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency are identified as follows: a lack of interest among civil servants who possess procurement certification, difficulties in compiling comprehensive work portfolios for interested individuals, a lack of procurement certification among interested civil servants, and the presence of work risks associated with the position. These challenges hinder the planning and development of human resources, leading to the current shortfall in fulfilling the ideal number of positions.

- Issues in Meeting the Human Resource Needs for the Functional Position of Procurement Managers at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.

Regarding the position of Procurement Manager, according to Anggit Wahyu Nur Hadhini, S.Kom. from the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency's Bureau of Organization and Personnel, it is stated that: "The fulfillment of the Functional Position of Procurement Manager at the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency has been carried out through inpassing of functional positions since 2020, in accordance with the Regulation of the Minister of Administrative and Bureaucratic Reform Number 42 of 2018. Since 2021, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency has issued circulars regarding internal transfers to the Functional Position of Procurement Manager within the Ministry. Through the letter from the Minister of Agrarian Affairs and Spatial Planning/Head of the National

Land Agency Number: KP.01.02/1609-100.2/VII/2021 for internal transfers, and in 2022, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency also opened a selection process for filling the Functional Position of Procurement Manager from external institutions who wish to pursue a career within the Ministry. However, the number of interested candidates is still insufficient. Several employees of the Ministry who have experience in the field have applied for transfers, but when it comes to submitting the required portfolio documents, many are unable to complete them, resulting in their applications not being further processed." (Interview conducted via Zoom meeting on January 15, 2023, at 15:15).

In line with that, Anna Zahroh Uswatun Chasanah, S.Sos. MM from the General Affairs and Procurement Services Bureau stated:

"The General Affairs and Procurement Services Bureau itself always encourages and urges the heads of the Satker (work units) to propose their civil servants to occupy the Functional Position of Procurement Manager. We conduct capacity building activities, evaluate the procurement processes and implementation in regional Satkers. Currently, direct procurement processes can still be carried out by civil servants who are not Functional Managers, but it is feared that after 2023, the entire procurement process will be carried out by Functional Managers. If the minimum number of Functional Managers is not met, it will definitely hinder the performance of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency in the future." (Interview conducted via Zoom meeting on January 16, 2023, at 16:17).

Furthermore, Anna Zahroh Uswatun Chasanah, S.Sos. MM from the General Affairs and Procurement Services Bureau stated:

"We will continue to take preventive measures to ensure that colleagues who occupy the positions of Functional Procurement Managers can work according

to their abilities. One of the measures is that procurement documents that will be delegated to the working groups (Pokja) are still checked at the Unit of Procurement Work (UKPBJ). This means that UKPBJ also ensures that the procurement documents are complete before delegating them to the Pokja members. For the imbalanced human resource needs, we continue to coordinate with the Personnel and Organization Bureau for approval from the Minister of Administrative and Bureaucratic Reform (Menpan), so that the quota for fulfilling the human resource needs of Functional Procurement Managers can be filled not only through inpassing, but also through the recruitment of new employees or civil servants." (Interview conducted via Zoom meeting on January 16, 2023, at 16:22).

Based on the interviews conducted, it can be concluded that the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency has implemented measures to alleviate the workload of Functional Procurement Managers. This includes conducting document checks for procurement requests submitted to the Unit of Procurement Work, which oversees these managers as working groups. Incomplete documents are returned to the work units to be completed before proceeding with the procurement process. The required documents for goods/services procurement in the ministry provide a comprehensive framework for planning and executing procurement activities, ensuring clarity on objectives, pricing, technical specifications, and contractual obligations. To meet the human resource needs for the Functional Position of Procurement Manager, the ministry is not only relying on inpassing (internal promotion) but also considering the recruitment of Civil Servant Candidates. This broader recruitment approach aims to attract qualified individuals who can contribute to the effective management of procurement processes within the ministry.

## **Analysis and Interpretation**

### ***Analysis of Data on Human Resource Needs for Specific Functional Position of Procurement Manager for Goods/Services in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.***

The fulfillment of human resource needs in an organization is closely tied to human resource planning. This planning process is essential for organizations to adapt to internal and external environmental changes and achieve future organizational goals. In the public sector, it is mandatory for government agencies to determine the quantity and types of civil servant positions based on job analysis and workload analysis, as stated in Article 5 of Government Regulation Number 11 of 2017 on Civil Servant Management.

To calculate the resource needs for the Procurement Manager for Goods/Services position, guidelines are provided in the Regulation of the Government Goods/Services Procurement Policy Agency Number 14 of 2013 regarding the Guidelines for the Formation of the Procurement Manager for Goods/Services Functional Position. This regulation emphasizes the importance of job analysis and workload calculation in determining the formation of the Procurement Manager for Goods/Services functional position. Job analysis provides detailed information about the tasks performed by employees, which is described in the job description. The job specifications highlight the important qualifications of employees. Workload analysis is conducted to determine the appropriate number of employees needed to complete specific tasks within a given time frame.

### ***Analysis of Data on Working Hours Utilization by Human Resources in the Functional Position of Procurement Manager for Goods/Services in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.***

The use of working hours serves as a measure of work productivity. The working

hours of employees are regulated by labor laws. For the Procurement Manager for Goods/Services position, the effective working hours within one year is set at 1,250 hours (as stated in the Regulation of the Government Goods/Services Procurement Policy Agency Number 14 of 2013 regarding the Guidelines for the Formation of the Procurement Manager for Goods/Services Functional Position). In addition to the defined effective working hours, the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency adheres to the Standard Operating Procedures (SOP) established by the Minister of Agrarian Affairs and Spatial Planning/National Land Agency, as stated in the Minister's Decree Number 740/SK.OT.02/VI/2021 regarding the Standard Operating Procedures for the Goods/Services Procurement Unit within the Ministry. The function of this SOP is to minimize the workload of employees. However, in practice, the utilization of working hours by the Procurement Manager for Goods/Services may be inefficient, with work being performed outside regular working hours, and even extending late into the night. This can have a negative impact on the quality of work, leading to a mismatch between the expected and actual outcomes of the work performed.

***Analysis of Data on Obstacles in Planning and Developing Human Resources to Meet the Needs of the Functional Position of Procurement Manager for Goods/Services in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.***

Human resource planning requires coordination with other departments within the organization to address barriers in planning. Understanding the goals of planning and the goal-setting process is crucial in overcoming these barriers. In the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, civil servant planning follows the regulations in place. Specifically, for the position of Procurement Manager for Goods/Services,

the guidelines provided by the Regulation of the Head of the Government Goods/Services Procurement Policy Agency Number 14 of 2013 are followed.

The interview findings reveal several factors that hinder the planning and development of human resources to meet the needs of the Procurement Manager for Goods/Services position in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency. These factors include the lack of interest from certified civil servants to occupy the position, difficulties in completing portfolios for interested candidates, the absence of a Procurement Certificate among interested civil servants, and concerns about the risks associated with procurement work.

To address these challenges, it is recommended to have a clear understanding of the planning goals and goal-setting process. While not a comprehensive solution, this understanding can aid decision-making and enhance planning effectiveness. Additionally, utilizing information systems can contribute to more efficient planning processes..

***Analysis of Data on Issues in Meeting the Human Resources Needs for the Functional Position of Procurement Manager for Goods/Services in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.***

According to Mustanir et al. (2022), personnel management is an administrative element that deals with processes related to the utilization of labor and employees (human resources) in accordance with their respective compositions and expertise to ensure effective and efficient work performance towards shared goals. The implementation process includes recruitment, testing, acceptance, appointment, placement, rank determination, development, welfare, transfers, and termination of employees, all aimed at achieving collective objectives. In the practice of human resource fulfillment within an organization, job analysis and

workload analysis are carried out. Conducting job analysis and workload analysis provides valuable feedback to human resource management in generating job nomenclature designs, job descriptions, workload measurements, as well as determining the number of required employees and job mapping.

However, challenges arise in meeting the human resource needs for the Functional Position of Procurement Manager for Goods/Services in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, despite recruitment efforts through the inpassing process for Civil Servant Apparatus as stipulated by the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 42 of 2018 regarding the Appointment of Civil Servants in Functional Positions through Adjustment/Inpassing. Nugroho (2020) highlights a specific issue in human resource planning, namely the competency mapping of employees, which entails comprehensive data on employees across all departments, including their qualifications, training or certifications, educational backgrounds, skills, experience in transfers, promotions, and other relevant information. Technically, such mapping facilitates the human resources department in preparing, planning, and implementing human resources development strategies within the organization.

## **CONCLUSION & SUGGESTIONS**

Based on the analysis and discussions conducted, it can be concluded that the ideal number of human resources required for the Functional Position of Procurement Manager in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency is 70, with 59 at the Senior level and 11 at the Junior level. The utilization of working time by the Functional Officers for Procurement of Goods/Services aligns with SOP and government regulations. However, the heavy workload and the need to work beyond regular hours may negatively impact the well-being and performance of the

human resources involved. The main obstacles in meeting the human resource needs for the position include the lack of interest from qualified Civil Servants with Procurement Certification, difficulties in completing required portfolios for interested individuals, and the absence of Procurement Certification among interested Civil Servants. To address these challenges, the ministry has implemented inpassing procedures and opened selection processes for external candidates. The General and Procurement Services Bureau provides support by ensuring the completeness of procurement documents and portfolios submitted by the units.

Based on the research findings, it can be inferred that addressing the human resource requirements for the Functional Position of Procurement Manager in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency necessitates strategic planning and proactive actions. It is crucial to achieve the ideal number of human resources through annual inpassing procedures, while Regional Offices should propose suitable candidates for the position. Furthermore, recruitment efforts should be expanded to include Civil Servant candidates from external sources. To overcome challenges, the ministry should provide management support, evaluate development programs, and ensure regular workforce planning. Offering attractive incentives and compensation can also aid in attracting qualified candidates. By implementing these recommendations, the ministry can effectively meet the human resource needs for the Functional Position of Procurement Manager and enhance overall organizational performance.

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