

Implementation of Government Employee Procurement Policy with Health Worker Agreements in the Work Area of Regional Office XI of the State Personnel Agency of Manado

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Abstract

This study was conducted to analyze the implementation of the Government Employee Procurement Policy with Work Agreements for Health Workers in the Work Area of Regional Office XI of the State Civil Service Agency. Qualitative design was used in this study. The implementation concept that is the basis of the concept is communication, resources, disposition and bureaucratic structure. Data were collected through interviews, observations and document reviews. Data analysis was carried out through the stages of data reduction, data display and Conclusion or verification. The research findings are that the implementation of the PPPK health worker procurement policy at the Regional Office XI of the BKN Manado has shown success in several aspects, such as communication, resources, and disposition.

Keywords: Policy Implementation; Employee Procurement; Employment Agreement.

Introduction

Arrangement of the Human Resources management system of the State Civil Apparatus in laws and regulations to reform the bureaucracy and in order to improve the competence and professionalism of the State Civil Apparatus (Junus, 2022). This can be seen from the government's serious efforts in formulating it into laws and regulations which until now have continued to be refined. The basis for the policy for implementing the appointment of employees with work agreements is Law Number 5 of 2014, Law Number 20 of 2023 concerning the State Civil Apparatus, Government Regulation Number 11 of 2017 concerning Civil Servant Management, Government Regulation Number 49 of 2018 concerning Management of Government Employees with Work Agreements.

The regulation that is the basis for the procurement of Government Employees with Work Agreements for the 2023 Fiscal Year is the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2023 concerning the Procurement of Government Employees with Work Agreements for Functional Positions. Also accompanied by the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 648 of 2023 concerning the Selection Mechanism for Government Employees with Work Agreements for functional positions, Decree of the Minister of State Apparatus Empowerment

and Bureaucratic Reform Number 654 of 2023 concerning the Requirements for a Registration Certificate to apply for a Health Functional Position in the Procurement of Government Employees with Work Agreements for the 2023 Fiscal Year and Circular of the Directorate General of Health Personnel, Ministry of Health of the Republic of Indonesia Number PT.01.03/F/1365/2023 dated June 20, 2023 concerning the Requirements for Educational Qualifications and Registration Certificates (STR) in the context of the Procurement of Government Employees with Work Agreements (PPPK) for Health Functional Positions in 2023.

According to Hasibuan (2024), health is one of the basic services that is a priority in human resource development as stated in the 2020-2024 National Medium-Term Development Plan, for this reason, qualified and professional health workers are needed. with a proportional amount by filling the needs of State Civil Apparatus from Government Employees with Work Agreements. In the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2023 concerning the Procurement of Government Employees with Work Agreements for Functional Positions, it is stated that Government Employees with Work Agreements, hereinafter referred to as PPPK, are Indonesian citizens who meet certain requirements, who are appointed based on a work agreement for a certain period of time in order to carry out government duties.

Furthermore, the Circular Letter of the Directorate General of Health Personnel of the Ministry of Health of the Republic of Indonesia Number PT.01.03/F/1365/2023 dated June 20, 2023 concerning the Requirements for Educational Qualifications and Registration Certificates (STR) in the context of the Procurement of Government Employees with Work Agreements (PPPK) for Health Functional Positions in 2023 states that one of the requirements for registering for PPPK for Health Functional Positions in 2023, prospective Health functional officials must meet the Educational qualifications and registration certificates (STR) in accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform.

These policies are very good because they provide opportunities for people to become State Civil Apparatus (ASN) through the procurement of Government Employees with Work Agreements, especially Health functional workers in 2023 where there are 169,094 formations spread throughout Indonesia, from a total requirement of 527,379 formations (Susanto & Sugiyanto, 2024). The need for a shortage of health workers can be met not only by Civil Servants (PNS) considering that the state's financial burden will be even heavier if it only relies on PNS. The PPPK procurement policy for health functional positions is interesting for researchers to study because it is an important part of improving the quality of health services in Indonesia, especially in the Work Area of the Regional Office XI BKN Manado which consists of North Sulawesi Province, Gorontalo Province and North Maluku Province.

The quality of health services is related to the health functional workers who carry it out (Astuti et al., 2024). The process of implementing this policy has been prepared by the government through various regulations made to support the smooth implementation (Hilmin et al., 2022). Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2023 concerning Procurement of Employees for Functional Positions includes the following stages: planning, vacancy announcements, applications, selection, announcement of selection results and appointment as PPPK, in the PPPK appointment process there is a Determination of

the PPPK Identification Number determined by the State Civil Service Agency.

The researcher focused this research in the Working Area of Regional Office XI of the Manado State Civil Service Agency which consists of the Provinces of North Sulawesi, North Maluku and Gorontalo along with their Regencies/Cities. Regional Office XI of the State Civil Service Agency (BKN) was chosen by the researcher as the research location because it is one of the Regional Offices where there are 2 (two) provinces that are included in the 10 regions in Indonesia with the highest percentage of health worker shortages, namely the Province of North Maluku and North Sulawesi.

Align with research from Mawehda & Rizky (2024), the PPPK procurement process always begins with the formation of a team/implementation committee that will carry out the procurement. The determination of whether an applicant passes or fails, meets the requirements or does not meet the requirements is decided by the implementing committee based on existing regulations, but in reality there are differences in perception in determining the passing status between team members (Hapudin et al., 2023). Even due to the heavy workload, the implementing team/committee requires quick decisions so that communication between teams is ignored. According to Kusuma (2024), the implementing team or committee consists of many people with different expertise and skills. Often, members of the implementing team do not understand the latest existing regulations (Muchammad et al., 2023).

The PPPK procurement regulations that are always changing require each member to quickly understand each of these regulations by increasing their knowledge of the new provisions according to the circumstances at the time of procurement (Lewaherilla & CPHCM, 2023). Determination of the PPPK master number is carried out by a team consisting of various resources from various fields who have different main tasks, functions and responsibilities so that each has a different level of commitment in completing their tasks. The implementation of the determination of the PPPK master number for the 2023 budget year saw an increase in proposed documents that did not meet the requirements (Rahayu, 2023).

The rejection of the proposal to become Not Meeting Requirements can result in formations that are not filled, resulting in the need for positions not being met in accordance with the determination of needs issued by the Minister of Empowerment of State Apparatus and Bureaucratic Reform. Reduce the quality of service performance in the field of personnel and agencies and can result in a decrease in the level of public satisfaction and trust in personnel services, especially the procurement of Government Employees with Work Agreements (Ramadian et al., 2021). Therefore, it is necessary to conduct an analysis of the implementation of the Government Employee Procurement policy with Work Agreements for Health Workers in the work area of the Regional Office XI BKN Manado.

Methods

The place or location of the research will be carried out at the Regional Office XI of the State Civil Service Agency of Manado, the reason for choosing this place is because information about the implementation of the procurement of Government Employees with Work Agreements for health workers is at the specified research location. While the research time is from September to December 2024. The research method used in this study is descriptive qualitative which aims

to provide a clear picture of the phenomenon in accordance with the main problem to be studied, namely the implementation of the policy of procuring government employees with work agreements for health workers at the Regional Office XI of the BKN Manado.

According to Muthoharoh & Sundari (2024), the qualitative research method is a research method based on the philosophy of postpositivity which is used to research objects with natural conditions (real conditions, not set or in experimental conditions) where the researcher is the key instrument. The focus of the research on the implementation of this study is on the process of determining the Government Employee Identification Number with the Health Worker Work Agreement for the 2023 Fiscal Year determined by the Regional Office XI BKN Manado using the basic theory of policy according to George C. Edward III with aspects of communication, resources, disposition and bureaucratic structure.

The research informants planned in this study are: Head of Regional Office XI BKN Manado, Head of Appointment and Retirement Division of Regional Office XI BKN Manado, Head of Planning and Empowerment of Apparatus BKD North Sulawesi, Head of ASN Procurement and Functional Position Development Division of BKD North Maluku Province, Head of Procurement, Dismissal and Information Division of BKPSDM Manado City, Head of Procurement and Mutation Division of BKD Bolaang Mongondow Regency, and 3 (three) CPPPK health workers who were in TMS. There are 3 (three) data collection techniques used in this study, namely interviews, observations and documentation studies. The data analysis technique in this study consists of several stages based on the theory according to Miles and Huberman, namely the data reduction stage, data display and conclusion or verification (Apiati & Hermanto, 2020).

Results and Discussion

Policy implementation is basically a way for a policy to achieve its objectives, as a general process of administrative action that can be studied at a particular program level (Aksa et al., 2023). According to Yuliah (2020), policy implementation is an action carried out by government and private (organizations) both individually and in groups that is intended to achieve goals. Manongga (2018) are understood as what actually happens after a program is declared effective.

According to Chairunnisa (2023), the success of policy implementation is influenced by 2 (two) major variables, namely the content of policy and the implementation environment (context of implementation). This policy model contains a comprehensive understanding of the policy context concerning the policy implementer (implementor), the recipient of the implementation (target group), and the area of conflict that can occur between the implementation actors (implementors) and all the implementation resources needed (Baihaqi et al., 2024).

In order to assume that policy implementation runs linearly between public policy, implementers and public policy performance (Pinakesti et al., 2023), there is a Van Meter and Van Horn model of 5 variables that influence policy implementation, namely Policy standards and targets, Resources, Inter-organizational communication and strengthening activities, Characteristics of implementing agents and social and economic and political conditions (Radwa & Megawati, 2023). According to Sulila (2021), that policy implementation is influenced by 4 (four) variables, consisting of: communication, resources, disposition and bureaucratic structure.

According to Government Regulation Number 49 of 2018, Government Employees with Work Agreements, hereinafter abbreviated as PPPK, are Indonesian citizens who meet certain requirements, who are appointed based on a work agreement for a certain period of time in order to carry out government duties. The procurement of PPPK goes through several stages consisting of Planning, Vacancy Announcement, Application, Selection, Announcement of selection results, and Appointment as PPPK. Meanwhile, what is meant by Government Employees with a Health Worker Work Agreement or abbreviated as PPPK health workers are Indonesian citizens who meet certain requirements, who are appointed based on a work agreement for a certain period of time in order to carry out health duties or efforts.

The Procurement Process for State Civil Apparatus Candidates begins with the formation of a selection committee, both national (panselnas) and agency/regional committees (panselda) and preparing the facilities and infrastructure that will be used for ASN procurement. At this stage, the national committee will determine a procurement schedule that must be adhered to by all agency committees, and prepare the facilities and infrastructure that will be needed during the procurement process. The next stage is the implementation of the procurement stages according to the predetermined schedule, namely: Announcement of Selection, Registration, Administrative Selection, Announcement of Administrative Selection Results, Objection period, Answer to Objections, Announcement of the objection period, Final data withdrawal, Competency Selection Scheduling, Announcement of Participant List, Time and Place of Competency Selection, Implementation of Competency Selection, Implementation of Additional Competency Selection, Processing of Competency Selection Scores, Announcement of Graduation, Completion of Curriculum Vitae PPPK Main Number, Proposal for Determination of NI PPPK The Selection Announcement is carried out by the agency on the agency's official portal or electronic media.

Next, participants register at sscasn.bkn.go.id and complete or upload documents according to the provisions in the agency announcement. The results of the registration will be verified and validated by the agency if in accordance with the provisions, the registration will be Qualified (MS) if not in accordance then it will be Not Qualified (TMS). Furthermore, the agency will announce participants or registrants who have passed and failed the administrative selection and will be given the opportunity for applicants to file objections if they do not comply with the provisions. The agency will announce the results of the administrative selection after the objection. Participants who pass the administrative selection will receive a schedule to take part in the next selection, namely competency selection and additional competency selection for the agency that organizes it.

After going through competency selection and additional competency selection, participants who pass the competency selection stage will be announced. Furthermore, participants who pass will fill out the Curriculum Vitae to propose the Determination of the Government Employee Identification Number with a Work Agreement. At the stage of determining the PPPK Identification Number, the agency makes a participant proposal through the SIASN NIP Determination application to the BKN Manado Regional Office XI. The proposed participants are in accordance with the announcement of the results of the graduation that has been determined and published to the public.

Regional Office XI of the Manado Civil Service Agency is located at Jl. A.A Maramis Km 8, Paniki Bawah Village, Mapanget District, Manado City, North Sulawesi Province, established based on the Regulation of the State Civil Service Agency Number 14 of 2006 dated March 29, 2006 concerning the Establishment of Regional Offices X, XI, and XII of the State Civil Service Agency, which operationally carry out its duties and functions starting January 2007. Regional Office XI of the BKN covers 3 (three) work areas, namely: North Sulawesi Province, Gorontalo Province and North Maluku Province. The organizational structure of the BKN Regional Office consists of: Head, General Administration Section, Personnel Mutation and Status Division, Appointment and Retirement Division, Personnel Information Division and Personnel Development and Supervision Division.

Regional Office XI BKN Manado verifies and validates the proposed files if they meet the requirements according to the provisions, they will be processed and issued a PPPK Identification Number and if they do not comply with the provisions, they will be determined as Not Meeting the Requirements (TMS). Determination of the PPPK NI at Regional Office XI BKN Manado is carried out by a team that has been formed through the Decree of the Head of Regional Office XI BKN Manado Number 14 of 2024 dated January 23, 2024 concerning the Working Team for Determining Technical Considerations for the Identification Number of State Civil Apparatus Candidates for the 2023 Formation in the Work Area of Regional Office XI of the State Civil Service Agency. The task of this working team is to check the suitability of the proposed documents, determine the Identification Number of State Civil Apparatus Candidates and issue Technical Considerations (Pertek) in accordance with the provisions.

The working team consists of 49 (forty-nine) people and is divided into 4 (four) sub-teams, namely: Administration Team, Technical Team, Pranata Team, and Problem Team. The process of determining the NI PPPK at the Regional XI BKN Manado office begins when the proposal from the agency is submitted through the SIASN NIP Determination application, the administration team will collect supporting documents in the form of a Decree on Determining Agency Needs from the Minister of Empowerment of State Civil Apparatus and Bureaucratic Reform, a graduation decree that has been determined by the Personnel Development Officer of the proposing agency and the results of the integration of CASN selection scores determined by the CASN Paselnas. Furthermore, the administration team matches the supporting documents and distributes the nominations to the technical team.

The technical team checks the requirements, completeness of documents and the conformity and accuracy of the data based on the provisions if it is in accordance then it will be approved in the SIASN PNIP application and issue a Technical Consideration (Pertek) PPPK Main Number, if it is not in accordance then it will be rejected and the status of the proposal will be changed to Inappropriate File (BTS) along with the reasons. The agency will complete it according to the notes provided by the inspection team. If it does not comply with the provisions, the inspection team will submit the document to the problem team for further review and if the results of the document review do not comply with the provisions, the problem team will issue a letter of Not Meeting Requirements (TMS) for the proposing agency.

The Technical Consideration Note of NI PPPK stipulated by the Regional Office XI of BKN Manado is the basis for agencies to make a Decree on the Appointment of Government Employees with

Work Agreements. In 2023, the Regional Office XI of the Manado Civil Service Agency has processed 12,039 proposals for the Determination of Government Employee Identification Numbers with Work Agreements consisting of 5,841 teachers, 4,697 health workers and 1,501 technical staff. The number of proposals that did not meet the requirements was 36 (thirty-six) proposals consisting of 2 (two) teachers, 32 (thirty-two) health workers and 4 (four) technical staff. The reasons for PPPK applicants for health workers who did not meet the requirements consisted of: (1) Educational qualifications do not meet the requirements of the Circular Letter of the Director General of Health Workers of the Ministry of Health Number PT.01.03/F/1365/2023 concerning the Requirements for Educational Qualifications and Registration Certificates (STR) in the context of the Procurement of Government Employees with Health Worker Job Agreements in 2023, namely 24 participants; (2) Experience of less than 2 (two) years at the applied agency, as many as 4 (four) participants; (3) Placement does not match the educational qualifications specified in the Circular Letter of the Director General of Health Workers Number HK.02.02/F/2181/2023 concerning the Explanation of the Circular Letter of the Director General of Health Workers Number PT.01.03/F/1365/2023 concerning the Requirements for Educational Qualifications and Registration Certificates (STR) in the context of the Procurement of Government Employees with Health Worker Job Agreements in 2023, namely 1 (one) participant; (4) Death of 1 (one) participant.

Researchers measure the suitability of policy implementation using the theory of George Edward III which consists of 4 aspects, namely: Communication, Resources, Disposition and Bureaucratic Structure.

Communication

One of the strategic steps in bureaucratic reform is the implementation of the Government Employee with Work Agreement (PPPK) procurement policy. One of the objectives of this policy is to increase the flexibility, efficiency, and productivity of state apparatus. However, the implementation of this policy is highly dependent on many things, one of which is communication. It is very important to convey the policy to all parties involved in a clear and consistent manner. Effective communication will reduce misunderstandings and improve understanding of policy objectives (Sundari et al., 2024).

George Edward III emphasized the importance of having a clear line of communication to help implement the policy. Communication in this case begins with the regional office at the Central BKN, which is then forwarded to local governments and related institutions such as the Ministry of Health and the Ministry of Education. This shows that there is a structured communication channel where data is distributed from the center to the regions in a hierarchical manner. This process allows all parties involved to clearly understand the procurement rules and procedures. This hierarchical communication is in line with George Edward III's idea that effective communication requires an organized channel that can be understood by all parties involved in implementing the policy.

In addition to BKN, the Ministry of Health and the Ministry of Education also conduct socialization regarding the rules for the procurement of health workers and teachers. This shows that in the process of policy socialization, various ministries and related agencies communicate with each

other. George Edward III emphasized that policy communication requires the involvement of various parties to ensure that central policies and their implementation in the regions are aligned. Communication becomes more comprehensive by involving many agencies. This also makes it possible to ensure that the information received by all parties is relevant to their respective fields or sectors. Socialization is carried out before the procurement is carried out, which means that information is conveyed well in advance so that the parties involved can prepare themselves (Santoso et al., 2022).

The schedule and rules shared through socialization aim to ensure that all parties are ready to understand and follow the procurement procedures according to the time that has been set. According to George Edward III, one of the keys to successful policy implementation is the timely delivery of information. If information is delivered too late or not at the time needed, this can hinder the smooth implementation of the policy. Therefore, socialization carried out before implementation is one form of effective communication in this context (Wilona et al., 2024).

Socialization is carried out at the regional level, with the BKN regional office providing additional information to local governments. This shows that communication does not only occur once, but there is also ongoing forwarding and monitoring of the understanding and implementation of the rules. George Edward III proposed that communication in policy implementation should be continuous and adaptive, meaning that policy implementers in the field must be continuously monitored and adjusted to the way they understand and respond to the policy. All parties involved can receive and understand policy messages through a continuous and evaluative communication process (Savitri et al., 2023).

The use of simple language that is easy to understand by diverse communities, from central to regional agencies, is needed for effective communication in policy implementation. BKN and related ministries must use language that is tailored to the target audience, such as regional employees and health workers. So that there is no misunderstanding in implementing the policy. George Edward III emphasized that it is very important to use language that is easy to understand by the recipient of the information. Effective communication with clear and easy-to-understand language reduces misinterpretation of policies.

Although information has been provided, there are indications that the recipient does not understand or does not pay attention to details such as job requirements. This is shown by applicants who report that they did not read the requirements in detail. This could be because the information is delivered unclearly or is less interesting. In addition, the media used to communicate may not be interactive, making it difficult for the audience to understand the information. Research data shows that there is a difference between the disseminator of information and the public's understanding of the contents of the policy. This shows that policy communication is not yet fully effective in ensuring that the public understands the contents in depth.

Resource

George Edward III stated that resources are one of the important components that influence the success of policy implementation. In the case of government employee procurement with work agreements, this theory shows how different types of resources can influence the policy

implementation process. Research data shows that human resources at the Regional Office XI BKN Manado already understand how to carry out PPPK procurement. This shows that skilled and competent human resource management is available to support the implementation of this policy, as stated by George Edward III. The fact that employees at the Regional Office XI BKN Manado have experience since 2019 and understand the PPPK Health Worker procurement procedure shows that good human resource management has helped the policy run smoothly.

Previous experience in implementing this policy helps them avoid obstacles in policy implementation that can occur due to lack of skills or adequate training. In every PPPK procurement process, a sufficient budget is always provided, which helps the process run smoothly. George Edward III said that an adequate budget is very important for the success of policy implementation. Without sufficient financial resources, the PPPK procurement policy in terms of application, selection, and training will be disrupted. If sufficient budget is allocated, the procurement of PPPK health workers in Manado City can run smoothly, including the provision of supporting facilities and infrastructure.

The facilities and infrastructure available to support the procurement of PPPK are quite adequate. In addition, they stated that to improve the knowledge of employees in their respective agencies about the implementation of PPPK, the Central BKN, Regional Offices, and Ministries held socialization. According to Edward III's theory, good organizational resources, such as adequate facilities and infrastructure, and an organizational structure that supports policy implementation, are very important. Socialization held by BKN and the Ministry. The research findings that they do not understand the PPPK procurement rules, which causes errors in choosing the right formation.

Although the BKD provided information in the procurement announcement, JBS failed to fully understand the information. Information resources are an important part of policy implementation. In this case, although information is available, the lack of clarity or ignorance about the rules indicates that communication and dissemination of information are not optimal. George Edward III stated that clear, accurate, and easily accessible information is essential for the effective implementation of the policy. In this case, although the announcement has been distributed, the low level of understanding of participants indicates that the PPPK health worker procurement policy needs to be improved.

The interview results show that human, financial, organizational, and information resources are very important for the successful implementation of the PPPK procurement policy (Zakiah et al., 2023). The implementation of this policy is running well in several aspects, such as human resources, budget, facilities, and infrastructure, but there are still shortcomings in terms of information dissemination. In Edward III's implementation theory, information resources are associated with good policies, which must be supported by clear information so that all parties can understand and implement the policy properly.

Disposition

According to George Edward III, disposition is related to the attitude, commitment, and motivation of policy implementers to implement the policy. The research findings that officials in Bolaang Mongondow Regency strongly support the procurement of PPPK, especially for teachers

and health workers because they are jobs that are in great demand. The regent and head of the agency actively supervise the PPPK procurement process. Informant TW also emphasized the strong support of officials, especially for the procurement of health workers, to overcome the shortage of medical personnel in North Sulawesi Province.

Regional officials who actively support the implementation of the policy, which shows an optimistic attitude. This support helps make PPPK procurement easier. A strong commitment to the success of the policy is shown by the regent, head of the agency, and other officials who actively support the procurement process. Officials understand how important this policy is to meet the needs of workers in important areas such as health. This commitment shows that officials not only understand the importance of the policy, but are also actively involved in ensuring that the policy is implemented properly. This is an important part of a good attitude. The research findings that officials understand the importance of the policy to overcome the shortage of teachers and health workers in their area.

A good understanding of the benefits of the policy makes officials more likely to fully support the policy, including resource allocation and attention to its implementation. The procurement of PPPK Health workers was viewed favorably by officials in Bolaang Mongondow Regency, North Sulawesi Province, Manado City, North Maluku Province and Pohuwato Regency as a way to address the shortage of health workers. In addition, officials welcomed the new policy and supported its implementation so that it would have a positive impact in their areas. Their ability to adapt to the new policy shows their ability to adapt to local needs. This is important to ensure that the policy is in accordance with the needs of the community.

Bureaucratic Structure

According to George Edward III, an effective bureaucratic structure is essential to ensure that policies can be implemented properly and achieve the desired goals (Sutmasa, 2021). Edward III's theory emphasizes the importance of division of tasks, authority, coordination between institutions, and the relationship between existing organizational structures in implementing policies. The Regional Office XI of BKN Manado functions as an extension of the Central BKN in its working area which includes the Provinces of North Sulawesi, Gorontalo, and North Maluku, as well as the Regencies/Cities below them. Regional Office XI has the authority to determine the PPPK Master Number for the entire region. To ensure that the PPPK procurement process in the region runs smoothly, determining this master number is part of a very important administrative task.

George Edward III argues that in order for policies to be implemented effectively, the bureaucratic structure must determine who is responsible for what. Here, Regional Office XI in the region has more specific administrative authority, including determining the Master Number, while the Central BKN provides general direction and policies. This creates a bureaucratic hierarchy that allows policies to be systematically passed down to lower levels. Regional Office XI forms a work team consisting of experienced employees to help speed up the process of determining the Master Number. The formation of this work team shows a more efficient and collaborative structure, where administrative tasks are divided according to specific competencies and expertise. This bureaucratic structure ensures that tasks are specifically

organized among units that have specific expertise. This structure also helps to implement policies smoothly.

Standard Operating Procedures (SOP) for the implementation of PPPK procurement have been established. The SOP includes the formation of a committee chaired by the City Secretary and consisting of employees from various relevant Agencies and Services, each of whom has the responsibility to ensure that the procurement of PPPK, especially health workers, is successful. This shows a bureaucratic structure that involves various work units or agencies in the organization. The formation of a committee consisting of various parties who have an interest in the policy shows horizontal coordination between various parties who have an interest in the policy. This is very important to ensure that the policy is implemented properly and considers the interests and perspectives of various parts of the organization.

The formation of a work team at Regional Office XI and a committee at BKD/BKPSDM accelerates and facilitates the implementation of PPPK procurement. This shows that a flexible bureaucratic structure can help the implementation of policies succeed. Policy implementation can be faster and more efficient if there is a clear division of tasks, good coordination between units or agencies, and the right team or committee. A flexible bureaucratic structure allows policy implementation to be more responsive to the needs in the field, as shown by the formation of teams and committees that can be adjusted to the needs of each region. This allows adaptation to changes that occur at the central and regional levels.

Conclusion

Based on the results of the research that has been conducted, it can be concluded that the implementation of the PPPK health worker procurement policy at the BKN Manado Regional Office XI has shown success in several aspects, such as communication, resources, and disposition. The communication channel regarding the PPPK health worker procurement policy has been running well through a tiered system between the Central BKN and regional offices and local governments. Communication is comprehensive because many parties are involved, such as the Ministry of State Apparatus Empowerment and Bureaucratic Reform, the Ministry of Health, the Provincial/District/City Government and the community. Information is provided quickly and relevantly, but some participants fail to understand it, indicating that the delivery of information must be improved to be more effective.

The communication process takes place with supervision and evaluation, supported by simple and easy-to-understand language. Competent and experienced human resources have contributed to the implementation of PPPK procurement since 2019. Financial and organizational resources, such as budget, facilities, and infrastructure, are considered adequate to support policy implementation. Although information is available, the lack of understanding of the rules by participants indicates that information should be better distributed and clearer to avoid errors in the registration process. Officials at the regional level showed positive attitudes, high commitment, and a good understanding of the policy, especially those related to the needs of health workers and teachers. Officials showed active support and direct involvement, including monitoring the implementation of the policy and creating a conducive environment for implementation.

The ability of officials to adapt to new policies is an important factor in the success of policy implementation at the regional level. Tasks and authorities have been divided effectively, such as the role of the BKN Regional Office XI as an extension of the Central BKN in determining the PPPK Main Number. Cross-agency coordination through the formation of a committee involving various agencies and services shows good synergy in policy implementation. A flexible bureaucratic structure, supported by the formation of work teams and committees as needed, accelerates policy implementation and allows adaptation to changes in the field. However, there are still challenges in the delivery and understanding of information by participants. By strengthening the dissemination of information and ensuring that all elements in the bureaucratic structure continue to function efficiently, this policy can be implemented more optimally in the future.

Suggestion

Based on the results of the research that has been conducted on the implementation of the PPPK health worker procurement policy at the BKN Manado Regional Office XI, there are several suggestions that need to be considered to improve the implementation of the policy. Diversification of Communication Channels: Utilize information technology to share information through digital platforms such as social media platforms, websites, or mobile applications. Simplifying information: Presenting important requirements and information in a more informative and easy-to-understand form such as: infographics, short videos. Strengthening two-way communication: To allow participants to ask questions and provide input, create an effective feedback mechanism.

Increasing stakeholder involvement: In the process of formulating and socializing policies, involve more stakeholders, such as professional organizations, communities, and academics. Increasing human resource capacity: Provide regular training to improve employee capabilities in carrying out tasks related to the procurement of PPPK health workers. Flexible budget allocation: Provide a budget that is flexible enough to anticipate changes in needs and unexpected situations. Awards and incentives: provide awards for employees who successfully implement policies in the form of incentives. Ensure that the organization's work structure and procedures are relevant and effective by conducting periodic evaluations. Create an organizational structure that can be adjusted to change. Delegating authority to lower levels to help make decisions more efficiently.

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