



Level of Interest and Career Opportunities as Functional Officials for the Management of Goods/Services Procurement in the Government of East Kalimantan Province

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Abstract

The low fulfilment of the Functional Position of Goods/Services Procurement Officer (JF PPBJ) amid substantial procurement budgets poses a challenge to accountable government administration. This study analyses the low career interest and opportunities of State Civil Apparatus (ASN) to become JF PPBJ within the East Kalimantan Provincial Government by integrating psychological and managerial perspectives. Using a mixed-methods explanatory sequential design, quantitative data were collected from 92 respondents through Likert-scale questionnaires and analysed using multiple linear regression with SPSS, while qualitative data were obtained from interviews, focus group discussions with 20 key informants, observations, and documentation, then analysed using the Miles and Huberman model with NVivo 15. The results show that attitude, subjective norms, perceived behavioural control, and loss aversion simultaneously influenced ASN career interest. Partially, perceived behavioural control had a significant positive effect, while loss aversion had a significant negative effect; attitude and subjective norms were not significant. Qualitative findings revealed that low interest was shaped by workload, regulatory dynamics, compensation, legal risks, competency standards, career uncertainty, comfort zones, and managerial barriers. The study concludes that career interest is strongly influenced by self-efficacy, status quo bias, and goal congruence across work units.

Keywords:

Career Interest, Civil Servants, Functional Position of Procurement Management, Loss Aversion, Theory of Planned Behavior.

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Introduction

Procurement of Goods and Services (PBJ) within government institutions has undergone significant transformation, accompanied by increasing demands for professionalism and specialization of human resources involved. Various reforms have been implemented to enhance the quality of public service delivery while ensuring fiscal efficiency, one of which is the establishment of the Functional Position of Procurement of Goods/Services Manager (JF PPBJ). Previously, personnel handling procurement processes were organized in temporary committees that performed merely clerical-administrative functions. In contrast, JF PPBJ is specifically designed as a professional and specialized career path aimed at promoting credible governance, safeguarding accountability from undue intervention, and ensuring the realization of the value for money principle in every government expenditure. However, in empirical reality, the ideal conditions expected by these regulations (*das Sollen*) sharply contrast with the actual conditions in the field (*das Sein*), which are characterized by low interest, structural reluctance, and apathy among Civil Servants (ASN) across regional government units in responding to and filling the required positions of this functional role.

The shortage of human resources (HR) in the PBJ sector occurs across many government institutions, raising serious concerns, including within the Government of East Kalimantan Province (Pemprov Kaltim). As a region managing the fifth-largest Regional Budget (APBD) in Indonesia in 2024 and serving as a key buffer zone for the National Capital Authority (IKN), East Kalimantan has rightfully become a matter of national attention.

Table 1. Ranking of Provincial Governments in Indonesia Based on Regional Budget (APBDP) for Fiscal Year 2024

No	Province	APBDP (IDR trillion)
1	DKI Jakarta	81.71
2	West Java	36.27
3	East Java	35.90
4	Central Java	28.50
5	East Kalimantan	22.19

Source: Ministry of Home Affairs (SDPDN Kemendagri, 2025)

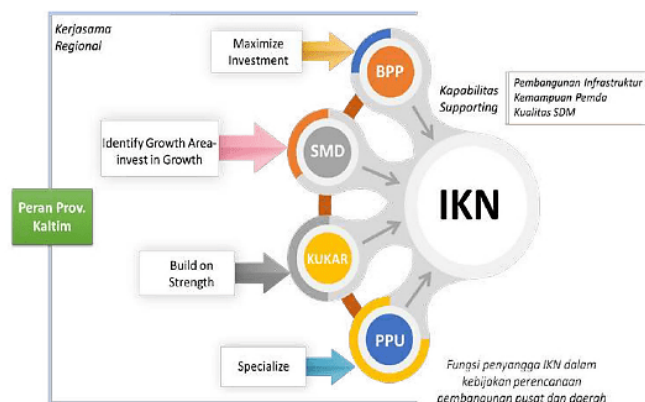


Figure 1. Role Demands of the East Kalimantan Provincial Government as a Buffer Region for IKN
Source: Darto et al. (2021)

However, it is ironic that the high complexity of operational demands and fiscal accountability is not matched by adequate availability of PBJ human resources. Data show that as of early 2025, the fulfillment rate of JF PPBJ positions in the East Kalimantan Provincial Government remains at 58.82%, with only 40 active PPBJ personnel out of a required total of 68 positions. When compared with four other provincial governments in the Kalimantan region, East Kalimantan only performs better than one newly established province resulting from regional expansion, namely North Kalimantan (PPSDM LKPP, 2024). This extreme gap between the high demand for PBJ professionals and the limited supply of qualified personnel represents a serious concern that may weaken budget absorption performance, reduce the quality of public service oversight, and increase the risk of administrative malpractice that could potentially lead to corruption.

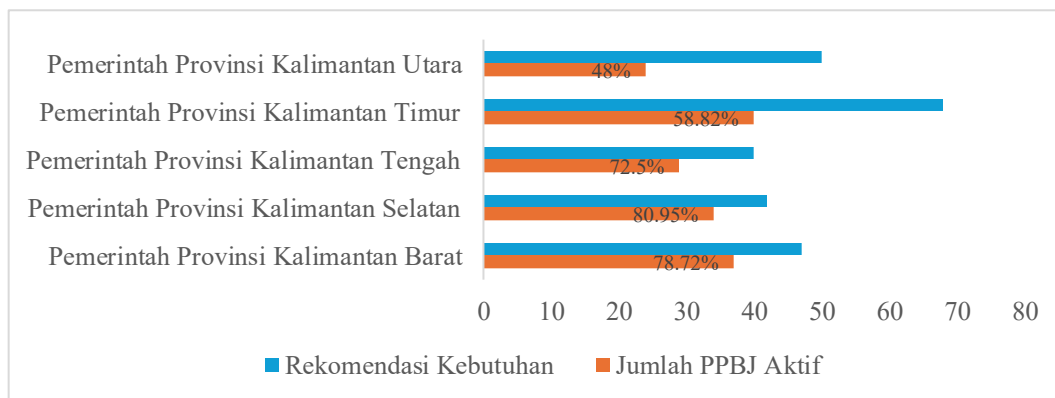


Figure 2. Graph of JF PPBJ Position Fulfillment Rates in Provincial Governments Based on Required Formation in the Kalimantan Region, 2024
Source: PPSDM LKPP (2024)

The gap in the fulfillment of JF PPBJ positions represents a manifestation of labor market failure within the bureaucratic system, originating from a complex interaction between psychological calculation processes at the individual cognitive level and managerial dynamics at the institutional level. At the individual level, an ASN's strategic decision to avoid a career in JF PPBJ is not a random form of resistance. Instead, through the Theory of Planned Behaviour (TPB) framework, such rejection can be explained as a result of conscious and planned behavior. The reluctance of civil servants (ASN) to pursue a career as PPBJ is the accumulation of perceived negative attributes attached to the position, the influence of significant others, and beliefs regarding their own capability to control their desired career trajectory (Ajzen, 1991).

So far, JF PPBJ has been perceived as a career characterized by heavy workloads with insufficient compensation, frequently changing regulations, and high risks, making it consistently subject to scrutiny by law enforcement authorities. The procurement environment is consistently identified as one of the most vulnerable sectors to corruption in Indonesia. Data from the Corruption Eradication Commission (KPK) show that between 2004 and 2023, there were 339 corruption cases related to procurement, making it the second most frequently prosecuted category of corruption after bribery. This high-risk context directly shapes the psychological landscape of every ASN involved in the field. They operate under strict supervision from various audit institutions and law enforcement agencies, where even unintentional procedural errors may be interpreted as criminal acts. This legal exposure becomes a powerful contextual factor that cannot be ignored in analyzing human resource dynamics in procurement (Baskoro, 2025).

These perceptions, in turn, weaken ASN's self-efficacy in pursuing such a career. In addition, loss aversion as explained by Prospect Theory provides further insight into career decision-making considerations. ASN tend to evaluate career transition opportunities based on a reference point defined by their current position, rank, and the comfort provided by their existing career status quo. The risk of losing stability, security, and comfort is interpreted as an emotional loss that is perceived as more painful than the potential gains offered by a career in JF PPBJ (Abdellaoui et al., 2007).

Beyond individual-level subjective calculations, the opportunity for ASN career mobility into PPBJ positions is also strongly constrained by personnel management dynamics at the institutional level. There are indications of an intersection between structural ego and goal incongruence between the long-term strategic urgency of the East Kalimantan Provincial Government and the short-term performance targets pursued by regional apparatus leaders (Suseno et al., 2022). This conflict of performance paradigms manifests in suspected talent hoarding practices, where unit leaders actively restrict the career mobility of high-performing staff who have the potential to become PPBJ officers. This practice is rationalized by concerns that the departure of high-performing employees will reduce the achievement of Key Performance Indicators (KPIs) of their respective units (Haegele, 2025). Such restrictions on ASN mobility pose a threat to meritocracy, which should serve as the foundation for the strategic distribution of competent technical talent into positions aligned with organizational needs.

Although the urgency of human resource development is widely recognized as a fundamental factor in ensuring the effectiveness of modern public administration, existing literature and academic discourse still reveal a significant and substantial research gap. Extensive studies in the PBJ sector, such as the observational study by Kusuma (2020), are limited to descriptive evaluations of operational constraints, budget limitations, and regulatory burdens experienced by procurement working groups after entering their careers. However, these studies have not specifically investigated the psychological antecedents that reduce ASN interest even before they apply for such positions. Meanwhile, theoretical studies on determinants of career motivation in the public service sector, such as Chang (2020), remain macro-level and overly generalized, failing to capture irrational, intersubjective fears. Furthermore, recent discourse on talent hoarding as an organizational pathology described by Haegele (2025) has so far been limited to private sector, profit-oriented organizations, and has not been examined in the context of Indonesian local government bureaucracy striving to implement merit-based civil service governance.

To address these gaps, this study introduces novelty through a multilevel explanatory model. This model bridges theoretical fragmentation by integrating the Theory of Planned Behaviour to examine psychological determinants of career interest in JF PPBJ, combined with loss aversion constructs derived from Prospect Theory as an acknowledgment of status quo career effects. Furthermore, using a mixed-methods approach that synthesizes quantitative and qualitative data, this study empirically examines the causal relationships between attitude, subjective norms, perceived behavioral control, and loss aversion bias in shaping and constraining ASN career interest. In parallel, it explores deeper subjective meanings involving individuals, supervisors, and other stakeholders interacting within a shared social context.

This study is expected to provide significant theoretical and practical contributions. Theoretically, it contributes to the development of modern public administration discourse, particularly on bureaucratic human behavior by integrating behavioral economics—especially bounded rationality—and organizational psychology within the context of internal civil servant recruitment at the regional level. Practically, the analysis of human resource constraints provides a fact-based causal diagnosis relevant to the Procurement Bureau and other regional apparatus within the East Kalimantan Provincial

Government. The findings may serve as a strategic foundation for designing fiscal incentive policies, legal protection regulations, and effective recruitment strategies for PPBJ personnel. Furthermore, this research is expected to optimize talent mobility, ensure the quality fulfillment of JF PPBJ positions, and improve the efficiency of regional budget (APBD) expenditure realization.

Methods

This study employs a mixed methods approach with an explanatory sequential design, conducted within the Government of East Kalimantan Province, focusing on the issue of low occupancy rates in the Functional Position of Procurement Management (JF PPBJ). Quantitative data were collected between 12 and 29 January 2026 through a structured questionnaire using a five-point Likert scale, comprising responses from 92 participants drawn from various regional government agencies within the East Kalimantan Provincial Government. The data were subsequently analyzed using multiple linear regression with the assistance of SPSS software. The qualitative phase was carried out through in-depth interviews, observations, and document analysis involving key informants selected purposively and further expanded snowball sampling, including agency leaders, civil servants, and policymakers. Qualitative data were recorded, transcribed, and analyzed using the interactive model of Miles, Huberman, and Saldaña, involving data condensation, data display, and conclusion drawing. NVivo 15 software was utilized to ensure systematic coding, triangulation, and the validity of findings, thereby producing a comprehensive, in-depth, and integrated understanding between quantitative and qualitative results.

Results and Discussions

1. Research Sample Description

The research sample is distributed across more than nine organizational units, with the Public Works, Spatial Planning, and Housing Agency (*Dinas Pekerjaan Umum, Penataan Ruang dan Perumahan Rakyat*) representing the largest contributor, comprising 44 respondents or 47.8% of the total sample. The second largest contribution comes from the Education and Culture Office (*Dinas Pendidikan dan Kebudayaan*), with 12 respondents or 13%. The remaining respondents are distributed across other regional apparatus organizations, each contributing less than 10%.

Table 2. Description of Research Sample by Organizational Unit

No	Organizational Unit	Number of Respondents (people)	Percentage
1	Regional Revenue Agency (Badan Pendapatan Daerah)	2	2,2
2	Regional Financial and Asset Management Agency (Badan Pengelolaan Keuangan dan Aset Daerah)	2	2,2
3	Forestry Service (Dinas Kehutanan)	7	7,6
4	Health Service (Dinas Kesehatan)	7	7,6
5	Tourism Service (Dinas Pariwisata)	3	3,3
6	Public Works, Spatial Planning, and Housing Service (Dinas Pekerjaan Umum, Penataan Ruang dan Perumahan Rakyat)	44	47,8
7	Education and Culture Service (Dinas Pendidikan dan Kebudayaan)	12	13
8	Plantation Service (Dinas Perkebunan)	3	3,3

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9	Regional Secretariat (Sekretariat Daerah)	4	4,3
10	Other Agencies/Offices (Dinas/Badan Lainnya)	8	8,7
Total		92	100

Source: processed data

In terms of employee rank/classification, the majority of respondents are in Group III, totaling 69 individuals (75%). Below this category are Group IV with 16 individuals (17.4%), and the smallest proportion is Group II with 7 individuals (7.6%). There were no Civil Servants (ASN) in Group I among the respondents. This indicates that PBJ work is dominated by employees whose careers are at the middle to upper levels. In terms of age, the majority of employees are in the late productive and senior age categories. The following table describes that 20 individuals or 21.7% of respondents are under 40 years old. There are 51 individuals or 55.4% who are between 40 and 50 years old, and the remaining 21 individuals or 22.8% are over 50 years old. Considering the ASN career timeline, which generally ranges from 25 to 58 years of age, this data indicates that most respondents are in the middle-age range.

Most respondents are civil servants with relatively long work experience. The table below shows that 58.7% of respondents have worked as civil servants for a period between 10 and 20 years, and 29% have more than 20 years of service. This indicates that PBJ human resources in the Provincial Government of East Kalimantan are dominated by personnel with a high level of loyalty and extensive bureaucratic experience. The majority of respondents have completed higher education, with 5.4% holding a Diploma III degree, 55.3% holding a Diploma IV or Bachelor's degree (S1), and 33.7% holding a Master's degree (S2), while only 7.6% have Senior High School or equivalent as their highest educational attainment. In total, 92.4% of respondents have a higher education background. This indicates that respondents possess adequate cognitive capacity to understand their current duties, functional PPBJ tasks, and to respond to the research instrument accurately.

The typology of respondents' positions shows representation across three major career path classifications currently available for civil servants. Based on the table description below, 46 respondents or 50% serve as implementing staff, 18 respondents or 19.6% are functional officials, and 28 respondents or 30.4% are structural officials. This provides an overview that the research data originates from a complete combination of decision-making managers, specialized functional experts, and technical implementers. It is known that 34.8% of respondents are Commitment-Making Officials (Pejabat Pembuat Komitmen), 30.4% are Technical Activity Implementation Officials (Pejabat Pelaksana Teknis Kegiatan), 19.6% serve as Procurement Officials (Pejabat Pengadaan), and the remaining 15.2% consist of respondents with other PBJ-related roles such as Budget User Authorities, Technical Teams, and PBJ Support Teams. This indicates that procurement activities in the Provincial Government of East Kalimantan involve Commitment-Making Officials more than other roles.

There are 50% of respondents who have been carrying out PBJ-related roles for up to 5 years, 30.4% with experience between 5 and 10 years, and only 19.6% with more than 10 years of experience. This shows that the majority of PBJ human resources in the Provincial Government of East Kalimantan are still relatively new in their current roles. There are 33 respondents (35.9%) who have completed basic/Level 1 certification, and 46 respondents (50%) who have obtained competency certification, consisting of 38 individuals (41.3%) holding PPK Type C competency certificates and 8 individuals (8.7%) holding PPK Type B competency certificates. The remaining 13 individuals (14.1%) possess other certificates originating from previous regulatory frameworks, namely L2, L4, and L5 certifications. This indicates that all respondents have met the technical requirements for transitioning into the PPBJ functional position.

Qualitative data collection was conducted through in-depth interviews, observation, and documentation studies. Interviews were conducted with civil servants within the Provincial Government of East Kalimantan who were relevant and willing to serve as research informants. In the initial stage, the researcher targeted 14 informants from various regional work units, job categories, and PBJ roles. However, field dynamics, such as difficulties in scheduling meetings with certain officials, prevented the researcher from interviewing several previously targeted informants. Meanwhile, during data collection and analysis, several new findings emerged that required further exploration, leading the researcher to interview additional informants who were not originally planned. The following is the list of civil servants successfully interviewed by the researcher:

Table 3. List of Research Informants

Informant	Work Unit	Age	Rank/Class	Job Type	Position	Education	PBJ Role
NR	Forestry Service (Dinas Kehutanan)	56	III/d	Structural	Head of General Subdivision	D IV / S1	PPTK
SB	Forestry Service (Dinas Kehutanan)	46	IV/b	Structural	Acting Head of Agency	S2	PA
MI	Health Service (Dinas Kesehatan)	48	IV/a	Functional	Junior Expert Health Administrator Functional Position	D IV / S1	PP
RR	Education and Culture Office (Dinas Pendidikan dan Kebudayaan)	46	IV/a	Structural	Secretary	S2	KPA
FK	Public Works, Spatial Planning, and Housing Office (Dinas Pekerjaan Umum,	50	III/d	Structural	Head of Irrigation and Swamp Section	S1	PPTK

AF	Penataan Ruang dan Perumahan Rakyat) Public Works, Spatial Planning, and Housing Office (Dinas Pekerjaan Umum, Penataan Ruang dan Perumahan Rakyat)	46	III/a	Implementing Staff	Staff	S1	PP
RA	Education and Culture Office (Dinas Pendidikan dan Kebudayaan)	40	III/c	Implementing Staff	Staff	S2	Procurement Working Group
AN	Regional Financial and Asset Management Agency (Badan Pengelolaan Keuangan dan Aset Daerah)	53	III/b	Implementing Staff	Staff	S1	PP
MRS	Public Works, Spatial Planning, and Housing Office (Dinas Pekerjaan	34	III/b	Functional	Junior Expert Environmental Sanitation Functional Position	S2	PPK

	Umum, Penataan Ruang dan Perumahan Rakyat)						
BDG	Procurement Bureau (Biro Pengadaan Barang/Jasa)	54	IV/b	Structural	Head of Bureau	S2	PBJ Manager
BK	Procurement Bureau (Biro Pengadaan Barang/Jasa)	40	III/c	Functional	Junior Functional PBJ Position	S1	PBJ
FKI	Procurement Bureau (Biro Pengadaan Barang/Jasa)	38	III/d	Functional	Junior Functional PBJ Position	S1	PBJ
SA	Procurement Bureau (Biro Pengadaan Barang/Jasa)	51	IV/a	Structural	Head of Guidance and Advocacy Division	S2	PBJ Manager
NE	Procurement Bureau (Biro Pengadaan Barang/Jasa)	48	III/d	Functional	Junior Functional PBJ Position	S2	PBJ
BKD1- BKD4	Regional Civil Service Agency (Badan Kepegawaia n Daerah)	N/ A	N/A	Structural	Acting Head of Agency and staff	S1-S2	Stakeholde r
SP	Inspectorate	50	IV/b	Structural	Assistant Inspector for	S2	Stakeholde r

	(Inspektora t)				Economic Affairs		
	Regional Financial and Asset Manageme nt Agency (Badan Pengelolaa n Keuangan dan Aset Daerah)	40	IV/a	Structural	Head of Budget Division	S2	Stakeholde r
AW							

Source: processed data

2. Simultaneous Influence of Attitude, Subjective Norms, Perceived Behavioral Control, and Loss Aversion on Civil Servants' Career Interest in the PPBJ Functional Position

After conducting validity and reliability tests on the research instruments, the researcher proceeded with inferential statistical testing. The results show that the variables Attitude (X1), Subjective Norms (X2), Perceived Behavioral Control (X3), and Loss Aversion (X4) simultaneously have a significant effect on the variable of Civil Servants' Career Interest. These four independent variables are determinant factors that collectively shape civil servants' interest in transitioning their careers to the PPBJ functional position. The F-test results show that Attitude (Si), Subjective Norms (NS), Perceived Behavioural Control (PKP), and Loss Aversion (AK) simultaneously have a significant effect on Civil Servants' Career Interest in the PPBJ Functional Position (MK). This is evidenced by the F-value of 12.141, which is greater than the F-table value of 2.4765, and the significance value of 0.000, which is below 0.05. Therefore, H0 is rejected and H5 is accepted.

The regression model testing that demonstrates this causal relationship produces an Adjusted R Square value of 0.329, indicating that the combination of the four independent variables contributes 32.9% to the level of civil servants' career interest in becoming PPBJ officials. Meanwhile, 67.1% is influenced by other variables or factors that cannot yet be explained by this research model. Further qualitative testing also states that these four independent variables, along with another factor, namely management, play a strong role in influencing both interest and career opportunities of civil servants in the PPBJ functional position.

3. Partial Influence of Attitude, Subjective Norms, Perceived Behavioral Control, and Loss Aversion on Civil Servants' Career Interest in the PPBJ Functional Position

The findings show that Civil Servants' career interest in the PPBJ Functional Position is determined less by evaluative attitude or social pressure and more by perceived control and psychological attachment to the status quo. Quantitatively, Attitude (Si) and Subjective Norms (NS) did not have a significant partial effect on career interest, with significance values of 0.761 and 0.590, respectively. However, the qualitative findings indicate that attitude still operates as an interpretive background through negative perceptions of the PPBJ position, including excessive workload, rapid regulatory change, inequitable compensation, monotonous work, high legal risk, strict competency

standards, and broad educational-entry requirements. Subjective norms were also not a decisive factor, although family considerations remained relevant in major career decisions.

In contrast, Perceived Behavioural Control (PKP) had a significant partial effect on career interest, with a significance value of 0.020. This confirms that civil servants' willingness to enter the PPBJ career path depends strongly on their confidence in managing work pressure, external intervention, complaints from tender participants, and difficult career progression requirements. This finding is consistent with recent behavioural studies showing that perceived control is a critical determinant of intention when individuals face demanding career or organisational choices (Aga, 2023). Loss Aversion (AK) also had a significant effect, with a significance value of 0.001, indicating that stronger reluctance to leave the current career status reduces interest in becoming a PPBJ official. Qualitative data confirm that this resistance is rooted in passion alignment with current duties, pride in education-based professional identity, comfort within the existing work environment, and anxiety about restarting a career through new certification, training, and credit-point accumulation. This pattern reflects status quo bias, where individuals tend to preserve existing conditions when change is perceived as risky, costly, or uncertain (Godefroid et al., 2023; Khaw et al., 2022). Overall, the results demonstrate that the low interest in the PPBJ Functional Position is not merely an issue of information or social encouragement, but a deeper problem of self-efficacy, perceived risk, career uncertainty, and psychological resistance to occupational transition.

4. Bureaucratic Management as an Attribute Influencing Career Opportunities of Civil Servants in the Functional Position of Public Procurement (JF PPBJ)

The qualitative analysis not only succeeds in explaining the causal relationships between Attitude, Subjective Norms, Perceived Behavioral Control, and Loss Aversion toward civil servants' (ASN) career interest in the Functional Position of Public Procurement Officials (JF PPBJ), but also identifies the role of bureaucratic management as an additional construct that influences *career opportunities* within this position. Further analysis was conducted to capture meso-level structural factors that either facilitate or hinder the process of filling JF PPBJ positions. These factors include policies on workforce planning, inter-organizational dynamics, and the effectiveness of organizational information dissemination. These are elaborated through the following attributes:

a. Dynamics of Staffing Needs

The dynamics of staffing needs refer to fluctuations and adjustments in the number of personnel required by an organization due to changes in workload or policy directives. In this context, the proposed number of JF PPBJ positions is not solely based on actual Job Analysis (ANJAB) and Workload Analysis (ABK), but is also influenced by external indicators such as the Procurement Maturity Index (ITKP) and regulations set by the central government. Such rapid and fluctuating adjustments complicate talent planning and recruitment processes. Staffing proposals are often submitted partially to meet specific assessment indicators rather than reflecting comprehensive organizational needs. Moreover, the hierarchical pyramid requirement imposed by the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB), which increased the number of proposed positions (e.g., from 53 to 68 Junior Expert PPBJ positions), has paradoxically led to a statistical decline in the percentage of filled positions.

b. Complexity of Coordination among Regional Agencies/Institutions

This attribute refers to the complexity of relationships, dependencies, and potential conflicts of interest among actors within the bureaucratic ecosystem. The management of PPBJ human resources

involves not only the Procurement Unit (UKPBJ), but also multiple institutions such as the Regional Personnel Agency (BKD), Organizational Bureau, Regional Financial Agency (BPKAD), Inspectorate, other regional offices, and the central government.

This interdependence limits the autonomy of UKPBJ in managing recruitment and human resource development. Recruitment through civil servant (CPNS) and government contract (PPPK) schemes is highly dependent on central government policies and regional fiscal capacity. Meanwhile, recruitment from existing civil servants faces additional challenges in the form of talent hoarding, where leaders of regional agencies tend to retain their most capable personnel. This behavior is driven by the scarcity of qualified human resources and emotional attachment, ultimately restricting the mobility of potential candidates into JF PPBJ positions.

c. Suboptimal Dissemination of Information

Dissemination refers to the process of delivering knowledge, roles, and policy-related information to target groups to ensure comprehensive understanding. In this context, suboptimal dissemination indicates that information regarding career prospects, incentives, facilities, and the scope of work of JF PPBJ has not been effectively communicated to civil servants across different units. This condition has led to persistent stigma and misconceptions, such as the belief that PPBJ roles are limited to procurement selection working groups (Pokja) with high levels of risk. In reality, the role of JF PPBJ extends beyond this function to include procurement planning and contract management. The lack of proactive promotion reduces the attractiveness of the position, particularly among civil servants in other agencies who represent a potential talent pool.

5. Improvement Efforts Undertaken to Address the Staffing Shortage in JF PPBJ Positions

Various structural, institutional, and compensation-based measures have been initiated by the Government of East Kalimantan Province through the Procurement Bureau (Biro PBJ) and other stakeholders to enhance the attractiveness of the profession, attract applicants, and address the shortage of PPBJ personnel. These efforts include:

a. Institutional Strengthening

Institutional restructuring has been carried out to enhance authority, span of control, and organizational capacity in the procurement function. The transformation of the Procurement Unit (UKPBJ) from a unit at echelon III.a level into a Bureau at echelon II.b level is viewed as a strategic effort by the Provincial Government of East Kalimantan to demonstrate its commitment and seriousness in improving the public procurement sector.

b. Acceleration of Digitalization

This effort is reflected in the adoption of information technology and electronic systems to improve the efficiency and integrity of governance processes, particularly in public procurement. The UKPBJ of East Kalimantan has successfully met 22 standards of the Electronic Procurement Service System (LPSE), focusing on enhancing human resource competency and strengthening information system security. Improved data security and streamlined procurement processes indirectly reduce the workload of PPBJ personnel, thereby minimizing the risk of irregularities.

c. Recruitment Advocacy for PPBJ

Efforts to identify, attract, and select PPBJ candidates have been continuously undertaken by the Procurement Bureau and the Regional Personnel Agency (BKD). Recruitment opportunities are opened through multiple pathways, including civil servant (CPNS) and government contract employee

(PPPK) schemes, as well as internal transfers from other positions. Proactive approaches have also been implemented, such as mapping civil servants who already possess procurement certification and qualifications in other agencies, followed by both formal and informal offers for reassignment.

d. Utilization of Procurement Human Resources from Other Regional Agencies

The Provincial Government of East Kalimantan leverages human resources from outside the UKPBJ structure to support procurement functions. Existing procurement regulations stipulate that UKPBJ units with less than 60% staffing fulfillment are not authorized to carry out all stages of supplier selection. Consequently, procurement processes within certain budget thresholds are still handled by procurement officers within their respective agencies. In addition, job enlargement has been applied to the role of Commitment-Making Officials (PPK). The increased availability and diversity of goods/services in the e-catalog system have shifted many procurement packages toward e-purchasing mechanisms. This shift reduces the number of tenders and selections, thereby indirectly lowering the workload of PPBJ personnel.

e. Capacity Building of Procurement Human Resources

Continuous education and training programs are conducted to enhance the competencies of personnel in the procurement sector. The UKPBJ collaborates with the Regional Human Resource Development Agency (BPSDM) to facilitate various training programs in procurement management, including the use of electronic procurement systems. These programs target not only PPBJ personnel but also broader procurement stakeholders, such as budget users, commitment-making officials, and procurement officers.

f. Strengthening Work Protection

Efforts to ensure job security, legal protection, and professional support for PPBJ personnel are evident through the establishment of the Procurement Development and Advocacy Division at echelon III.a level. This unit is responsible for providing legal assistance and consultation in handling cases related to administrative and legal issues. Additionally, workspace arrangements have been improved by installing glass partitions in procurement selection rooms. This measure aims to protect PPBJ personnel from direct physical intervention by bidders participating in tender or selection processes.

g. Advocacy for Special Performance Allowances (TPP)

The UKPBJ has actively advocated for additional financial incentives for PPBJ personnel. A higher-grade Employee Performance Allowance (TPP), compared to other technical positions at equivalent levels, is considered appropriate given the higher legal risks and workload associated with PPBJ roles. Although the implementation of this policy has encountered challenges related to fiscal constraints and budget equity considerations at the provincial level, it remains a key priority. Additional financial compensation is viewed as one of the most pragmatic instruments to significantly increase the attractiveness of the PPBJ profession among civil servants.

Conclusion

This study concludes that the career interest of civil servants (ASN) in transitioning to the Functional Position of Procurement of Goods/Services (JF PPBJ) within the Government of East Kalimantan Province is influenced simultaneously by attitude, subjective norms, perceived behavioural control, and loss aversion. However, partial testing shows that attitude and subjective norms do not have a significant effect, while perceived behavioural control has a significant positive influence and loss aversion has a significant negative influence. This indicates that ASN interest in JF PPBJ is determined primarily by their confidence in handling job challenges and their willingness to leave the stability of

their current career status. The study also shows that the low fulfilment of JF PPBJ positions is caused by multidimensional barriers, including perceptions of high workload, inadequate compensation, rapid regulatory change, intervention and legal risks, difficult career advancement requirements, talent hoarding by organisational leaders, goal incongruence across work units, and suboptimal socialisation that weakens the perceived prestige of the position.

Based on these findings, future research should further examine ASN career mobility in JF PPBJ by incorporating broader organisational, psychological, and policy variables, as well as comparing conditions across different provincial governments. For practitioners, especially human resource managers and UKPBJ leaders, efforts are needed to strengthen career guidance, improve socialisation, reduce perceived occupational risks, and build ASN confidence through structured training and mentoring. At the policy level, the Government of East Kalimantan Province should continue institutional strengthening, procurement digitalisation, legal protection, proactive recruitment, capacity development, and advocacy for fairer special Additional Employee Income (TPP) for ASN in JF PPBJ. These measures are necessary to improve goal congruence among work units and support the sustainable fulfilment of professional procurement personnel.

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