

Strategy for Improving the Competency of Goods and Services Procurement Employees at Charlie Hospital Demak

Muchammad Afif Ilhami¹⁾ & Ibnu Khajar²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: muchammadafifilhami.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: ibnukhajar@unissula.ac.id

Abstract. *As an institution engaged in health services, hospitals require human resource support, especially in the field of procurement of goods and services. Good procurement of goods will have a positive impact on the quality of services provided. However, the results of observations that have been conducted by researchers show that most of the employees involved in the procurement process at Charlie Hospital Demak do not have experience, limited knowledge, have not been certified, have never attended training, and have not been optimal in using the procurement information system. The theme taken in this study discusses strategies for improving the competence of procurement employees at Charlie Hospital Demak with 2 problem formulations, namely, first, how is the competence of procurement employees at Charlie Hospital Demak, second, what strategies can be used to improve the competence of procurement employees at Charlie Hospital Demak. Through field research using qualitative descriptive methods, researchers try to describe the findings in the field to then be analyzed using SWOT analysis and compared with relevant theories to obtain recommendations for improvement strategies that can be used in the future. Based on the results of the research that has been carried out, it shows that there are elements of strength and weakness in procurement employees at Charlie Hospital Demak including high motivation and strong employee integrity, adequate employee technical knowledge, lack of negotiation skills, weak mastery of digital literacy, transparency and accountability of the process, long bureaucracy and slow approval, weak document administration, and unplanned procurement. So the recommended alternative strategies include strengthening employee understanding and knowledge, optimizing administrative skills, increasing digital-based procurement competencies, and strengthening ethical and professional values.*

Keywords: Competence; Procurement; Services; Strategy.

1. Introduction

A company is any form of business activity that continuously carries out activities to achieve predetermined goals (profit), whether carried out by individuals, legal entities, or non-legal entities (Rido, 2001). According to (Widnyana & Widyawati, 2022), a company will be able to achieve its goals if it has a quality system and ecosystem in managing and carrying out company activities. Quality corporate governance will impact the strength of the control and

supervision system, which is expected to minimize conflict and prevent fraud that may be committed by certain parties.

To achieve quality corporate governance, a company must be supported by human resources with credibility and competency aligned with the company's values. Companies that prioritize quality and view employees as an investment that can support the company's success will prioritize human resource competency development, a priority that must be seriously addressed. This is because employees are an asset that will influence the company's progress in achieving its goals.

One business that requires the support of qualified human resources to support its operational activities is a hospital. As an institution engaged in healthcare services, hospitals are required to consistently provide quality services.

providing the best service to the community. This is not solely aimed at achieving a positive image that can increase the company's value, but also relates to social factors that make hospitals play a crucial role in improving public health. Indicators of service success in healthcare businesses depend heavily on customer satisfaction assessments. If a customer feels they are not receiving the best service, it will affect their positive image and impact customer trust. Therefore, hospitals are required to consistently maintain service standards and quality that are accessible to all levels of society (Handayani & Iriyanto, 2010).

Charlie Hospital Demak is a company engaged in the field of healthcare services. This company is located at Jl. Guntur-Buyaran Km.04, Pulosari Village, Karengtengah District, Demak Regency, Central Java Province. Charlie Hospital Demak is under the auspices of PT Charlie Hospital Tbk. This hospital is also part of PT. Wahyu Agung Group owned by Mr. H. Junianto. ST. MM. Since its inauguration on May 26, 2024, Charlie Hospital Demak has only been officially able to provide services to the public after the issuance of an Operational Permit on September 21, 2024.(www.charliehospital.co.id,2024).

As a company engaged in the field of healthcare services, Charlie Hospital Demak has core values that serve as guidelines in providing the best service to patients by providing and maintaining high quality services, implementing high integrity, being innovative, and prioritizing collaboration. The hospital, which is under the auspices of PT. Charlie Hospital Semarang, Tbk, currently has two operational branches: Charlie Hospital Demak and Charlie Hospital Kendal.

These corporate values exemplify the excellence of Charlie Hospital Demak's management. Charlie Hospital Demak has achieved excellent internal and external performance. This is evident in various initiatives undertaken by the restaurant, including promotional offers, both in terms of price and service. One crucial aspect in supporting service continuity is the effective and efficient procurement of goods and services, carried out in accordance with established ethics and standards. Properly executed procurement of goods and services directly impacts the availability of medical and non-medical supplies, consumables, and other logistical needs (Siregar & Suryani, 2020). Therefore, the competence of human resources (HR) directly

involved in the procurement process is a crucial and determining factor in the quality of healthcare services.

The procurement process for goods and services in hospitals is not a simple task. In practice and implementation, it requires resources with specific qualifications and competencies. The scope of human resource (HR) competencies in the procurement process includes an understanding of established regulations, technical skills in conducting pre- and post-procurement evaluations, integrity and transparency in carrying out their duties, and the ability to utilize information systems that support the procurement process. In this regard, human resource competency is a determining factor in procurement success (Wibowo, Setiawan, & Nuraini, 2021). These competencies broadly encompass aspects of knowledge, abilities and skills, and attitudinal maturity that support the completion of tasks professionally and responsibly (Spencer & Spencer, 1993).

Charlie Hospital Demak, one of the private hospitals in Central Java Province, also faces challenges in managing goods and services procurement. Based on initial observations, the author found that most staff directly involved in the procurement process lack procurement certification and lack relevant internal and external training relevant to their field of work.

Furthermore, the hospital's procurement information system technology for goods, services, and logistics has not been optimally utilized, and performance evaluations remain administrative and subjective. This indicates a gap between competency requirements and the actual human resources available in the field. These conditions increase the potential for operational obstacles such as process delays, specification discrepancies, administrative dependency on external parties, and even the potential for fraudulent activities.

Ideally, personnel responsible for the procurement of goods and services should possess procurement competency certification, relevant experience, and training to enable them to perform procurement functions in accordance with regulations and standards as stipulated in Presidential Regulation No. 16 of 2018. Previous research by Sitorus & Rahmawati (2021) highlighted that training and certification contribute positively to the effectiveness and efficiency of the procurement process. However, this study did not specifically examine private hospitals, such as Charlie Hospital Demak. Therefore, a more contextual and in-depth study of strategies for improving procurement staff competency at this hospital is crucial.

In line with this, a study by Sulistyorini & Urumsah (2021) discussing the determinants of fraud prevention in procurement of goods and services in higher education institutions suggests that the factors causing corruption or fraud cases are the weak role of the Internal Control System (SPI) and internal auditors within an institution. One recent example is the corruption of medical equipment at the Bangka Belitung Provincial Hospital by the Commitment Making Officer (PPK) (Wahyono, 2024). Both cases demonstrate the interconnectedness between company systems and human resources. However, the primary factor in successful procurement that is free from fraud is the integrity and quality of human resources.

2. Research Methods

This research is a type of field research, where the author searches, explores, and collects data directly from the field systematically, not from library studies. According to (Musfiquon, 2012), in field research, data sources and research processes use specific object subjects. After the field data collection process is completed, it will be analyzed conceptually to obtain clarity of the statement. This research was conducted at the Demak Hospital with a research focus on strategies for improving human resource competency in the procurement process of goods and services at Charlie Hospital Demak. In its implementation, this research uses a qualitative approach. A qualitative approach is a research activity carried out specifically to explore the nature or character of individuals, conditions, and certain groups related to research interests (Mardalis, 2014). Meanwhile, the method used in this research is a qualitative descriptive method. The qualitative descriptive method attempts to present data in a descriptive narrative form according to the reality that occurs in the field, not in the form of statistical figures (Moleong, 2000). Therefore, to obtain accurate data, the researcher collected data using interviews, observations, and documentation methods directly in the field.

3. Results and Discussion

3.1. Company Overview

1) Company profile

Charlie Hospital Demak General Hospital is one of the general hospitals in the Demak Regency area located at Jl. Raya Guntur No. Km 4, Pulosari, Karangtengah District, Demak Regency, Central Java Province. This hospital is the 2nd branch of PT Charlie Hospital Semarang Tbk after the first branch was established on Jl. Ngabean-Gowok, Ngabean Village, Boja District, Kendal Regency. The background to the establishment of this Hospital is a will from the parents of H. Junianto, ST, MM to always help and facilitate the community in obtaining equitable health services.

Since its inauguration on May 26, 2024, Charlie Hospital Demak has only been able to provide access to health services to the people of Demak and its surroundings after the issuance of the Operational Permit on September 21, 2024. (www.charliehospital.co.id, 2024). In practice, Charlie Hospital Demak operates its healthcare services based on Type C Hospital Standards and implements standard operating procedures in accordance with the National Hospital Accreditation Standards. Therefore, patient safety and comfort are the top priorities in hospital services.

Charlie Hospital Demak offers several healthcare services supported by professional human resources in their fields. The hospital is also equipped with adequate infrastructure, including: Emergency Room (ER), Outpatient Services, Inpatient Services, ICU/PICU/NICU, IBS, VK, and Perina. Outpatient services include the Pediatric Clinic, Surgery Clinic, and Obstetrics and Gynecology Clinic, Internal Medicine Clinic, Orthopedic Clinic, Eye Clinic, Neurology Clinic, ENT-BKL Clinic, Dermatovenereology Clinic, General Dental Clinic and Medical Rehabilitation Clinic. Charlie Hospital Demak is supported by supporting services, namely: Pharmacy, Laboratory, Radiology, CSSD (Central Sterile Supply Department), Nutrition, Laundry and Corpse

Embalming. Charlie Hospital Demak is expected to be a complete, optimal, empathetic and responsive health facility.

Charlie Hospital Demak Hospital was built on a land area of

$\pm 6,912 \text{ m}^2$ and building area of $\pm 17,672 \text{ m}^2$ as an advanced health facility and a reference for various primary health facilities and other advanced health facilities. Charlie Hospital Demak is committed to providing pleasant and humane services to all patients by adhering to the hospital's value of "Serving with Sincerity". In preparing programs and budget plans by considering business strategies and implementing efficient and effective work methods in program implementation.

2) Company Vision and Mission

The following is an explanation of the vision and mission of Charlie Hospital Demak. These include:

a. Vision

To be a leading and innovative hospital in healthcare services

b. Mission

a) Providing quality and affordable health services to the community.

b) Organizing health service innovation with the concept

healing environment.

c) Organizing digital-based health service innovations.

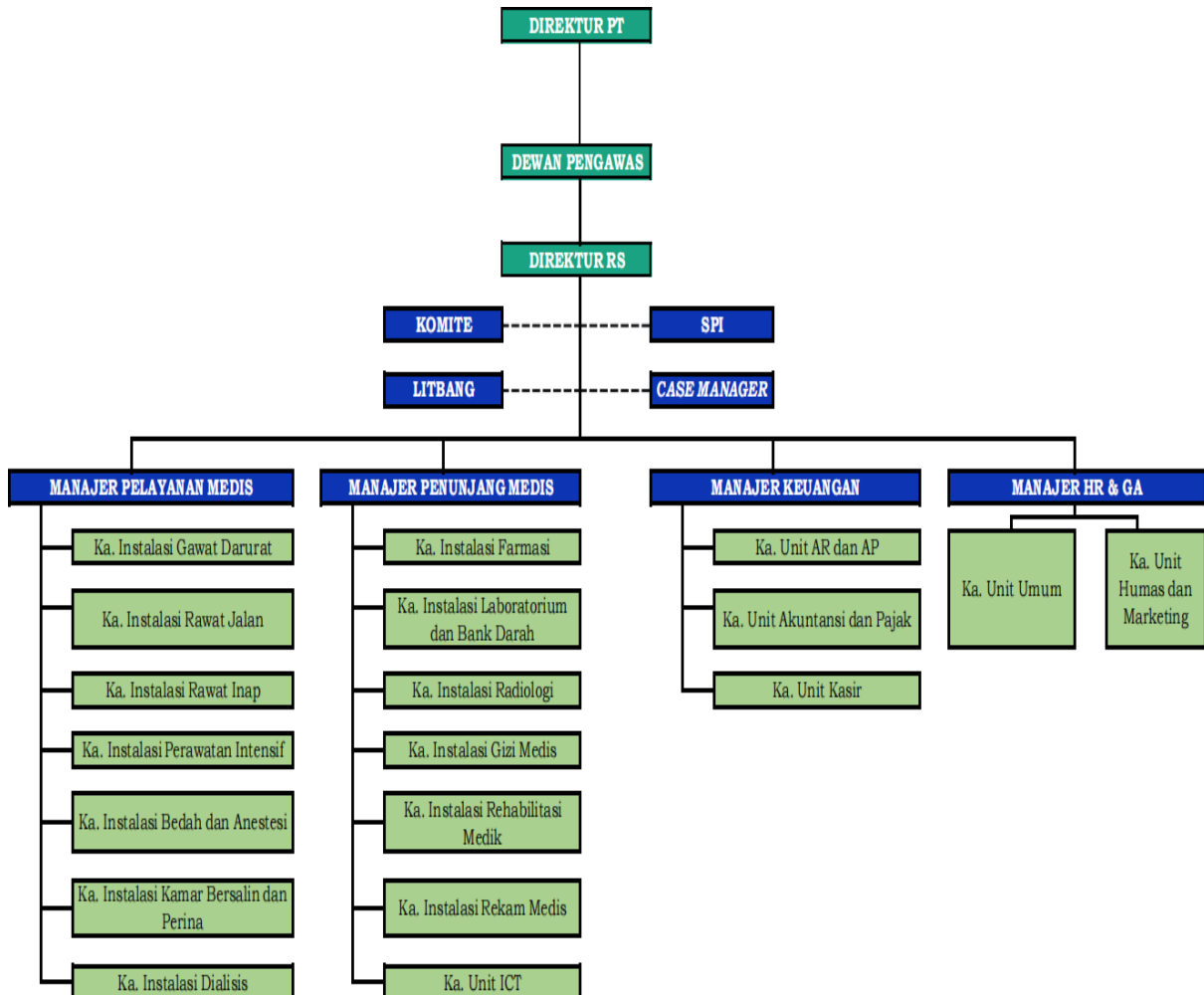
d) Realizing collaboration with networks in conducting research that results in service innovation.

e) Organizing a hospital management system with accountable governance.

3) Organizational structure

As a business organization under PT Charlie Hospital Semarang Tbk, the organizational structure of Charlie Hospital Demak consists of the Director of PT, the Supervisory Board, and is led by the Hospital Director who is assisted by several other supporting structures. Among the supporting structures for the Hospital Director's work processes are Committees, Internal Supervisory Unit, Research and Development, and Case Manager. The next component is filled by managers who are divided into 4 areas, namely Medical Services Manager, Medical Support Manager, Finance Manager, and HR&GA Manager.

Organizational Structure Image of Charlie Hospital Demak



4) Products and Services

Charlie Hospital Demak's products and services are broadly divided into three categories: outpatient care, inpatient care, and support services. The following is a breakdown of Charlie Hospital Demak's services according to these classifications:

- a. Outpatient Services
 - a) General Practitioner Services
 - b) Child Health Services
 - c) Internal Medicine Services
 - d) Obstetrics and Gynecology Services

- e) General Surgery Services
- f) Dental and Oral Services
- g) Orthopedic Surgery Services
- h) Eye Health Services
- i) Neurological Disease Services
- j) Skin and Venereology Services
- k) Medical Rehabilitation Services
- l) Clinical Nutrition Services
- b. Inpatient Services
 - a) VIP Class
 - b) Class 1
 - c) Grade 2
 - d) Grade 3
 - e) Isolation
 - f) Intensive Care Unit (ICU)
 - g) Neonatal Intensive Care Unit (NICU)
 - h) Pediatric Intensive Care Unit (PICU)
- c. Medical Support Services
 - a) Outpatient Room
 - b) Inpatient Room
 - c) Emergency Room
 - d) Surgery room
 - e) ICU, PICU, NICU
 - f) Isolation Room
 - g) Obstetrics Procedure Room
 - h) Radiology Room
 - i) Laboratory Room

- j) Blood Bank Room
- k) Pharmacy Room
- l) Food Management Room
- m) Medical Records Room
- n) Facilities and Infrastructure Maintenance Room
- o) CSSD Room
- p) Laundry Room
- q) Corpse Transit Room
- r) Administration Room
- s) Waste Management Room
- t) Clean Water and Sanitation Management Room
- u) Fire Protection System
- v) Medical Gas Systems
- w) Electrical System
- x) Air Conditioning System
- y) *Ambulance*
- z) Space and other systems

Seven informants were involved in the data collection process for this study. Each of these informants was selected based on aspects related to the procurement process at Charlie Hospital Demak, both internally and externally. The author decided to involve internal elements.

and external sources to obtain precise information from various perspectives from all parties involved in the procurement process. The following is a complete description of the informants in this study.

Research Informant Data Table

Type of Source	Age	LongWork / Partner	Education	Procurement Experience	Procurement Training
Procurement of Medical Equipment	36 Year	1 Year, 8 Months	S2	Not yet	Not yet
Procurement of Drugs and BMHP	29 Year	1 year	S1	Not yet	Not yet

Procurement of Nutritional Materials	26 Year	1 year	S1	Not yet	Not yet
General Procurement	28 Year	1 Year, 6 Months	S1	Already	Not yet
Finance Manager	30 Year	1 Year, 8 Months	S1	Not yet	Not yet
Beneficiaries	32 Year	1 year	DIII	Not yet	Not yet
Partner Vendors / 3rd Party	40 Year	1 year, 8 Months	DIII	Already	Not yet

Source: Data processed by researchers.

The first informant in this study was an employee who carries out the procurement of medical equipment. This informant is a 36-year-old Medical Support Manager with considerable experience in his field. In terms of educational background, experience, and knowledge, the informant is a dentist and a Master's graduate, and has considerable experience and knowledge in the procurement of goods and services.

The second informant in this study was an employee who implemented the procurement of drugs and consumables. Based on his educational background, he is a bachelor's degree graduate in Pharmacy and serves as the Responsible Pharmacist in the Pharmacy unit. In practice, in addition to his role as Responsible Pharmacist, he also carries out duties as the implementer of drug procurement and BMHP. In terms of knowledge and experience, this employee does not yet have sufficient knowledge and experience in the field of goods and services procurement.

Furthermore, the third source in this study was an employee who manages nutritional procurement. The employee is a 26-year-old woman. Her educational background is a bachelor's degree in nutrition. She serves as the Daily Executive Head of the Nutrition Unit Installation and also performs duties as a nutritional procurement officer. Based on the data obtained, the employee has experience working in the field of hospital nutrition, but not as a procurement officer. In terms of knowledge regarding the procurement of goods and services, her knowledge is still very limited.

In the case of general procurement, one source was represented. This informant, or source, is a 28-year-old woman with a bachelor's degree in economics who works under the general unit as a procurement and logistics executor at the Hospital. Based on interviews and observations, this employee has experience in the same field and considerable knowledge, particularly in the area of goods and services procurement.

To gain another perspective from this research, the researcher also interviewed a source from the company's financial side. The employee is a 30-year-old employee who carries out the duties of Finance Manager and is quite experienced in his field. In his duties and work, he is also involved in the procurement process of goods and services, namely as a verifier and person responsible for payment transactions. In addition, the researcher also interviewed an

employee of the Inpatient unit as a representative of the beneficiary of the procurement process of goods and services. The employee is a 32-year-old DIII graduate of nursing with a 1-year work experience.

3.2. Discussion of Research Results

1) Discussion of Competency Variables

Within the competency variable, several strengths and weaknesses were identified among procurement staff at Charlie Hospital, Demak. Strengths include high employee motivation, integrity, and technical skills appropriate to their respective fields. Weaknesses include a lack of understanding of regulations, negotiating skills, and poor digital literacy. These findings are summarized in four points, discussed below:

a. High Motivation and Strong Employee Integrity

Motivation and integrity reflect basic employee competencies, encompassing motives and attitudes. According to Spencer & Spencer (1993), competencies related to employee characteristics and individuality impact the consistency of employee behavior in completing their tasks. Therefore, strengths in these aspects provide a strong foundation for procurement staff at Charlie Hospital, Demak.

b. Adequate Technical Knowledge of Employees

In general, the technical knowledge possessed by procurement staff at Charlie Hospital Demak is considered good, however, there are still weaknesses in terms of knowledge and understanding of regulations. According to (Wibowo, Setiawan, & Nuraini, 2021), competence supported by a good understanding of regulations is a crucial foundation for ensuring the procurement process can proceed according to established procedures. Therefore, in this case, it is necessary to improve competence in complying with company SOPs, procurement provisions according to Presidential Decree 16 of 2018, and regulations issued by the LKPP.

c. Lack of Negotiation Skills

The low ability of some employees to maximize the negotiation process indicates persistent weaknesses in their interpersonal competencies. Meanwhile, literature written by (Yuliana & Hartini, 2022) states that negotiation is a crucial aspect of ensuring the efficient running of the procurement process. Therefore, corrective measures are needed to address employee weaknesses in negotiation.

d. Weak Mastery of Digital Literacy

According to several research informants, the current digital procurement process has not been optimally implemented. This indicates persistent weaknesses in digital-based capabilities and skills. According to Siregar & Suryani (2020), in the modern era, employees who can adapt to technological developments are needed.

2) Discussion of Procurement of Goods and Services Variables

The current procurement process for goods and services at Charlie Hospital Demak has been transparent and accountable, involving all relevant parties and ensuring the entire process is documented. However, several challenges remain, including lengthy processes and approvals, document administration, and several instances of last-minute procurement.

a. Transparency and Accountability of the Process

Based on observations and accounts from several informants, the procurement process has been carried out transparently and accountably. This demonstrates the strength of the procurement staff's competencies, attitudes, and work ethics. Consistent with this, literature written by (Yuliana & Hartini, 2022) states that the professionalism demonstrated by employees has implications for internal and external trust.

b. Lengthy Bureaucracy and Slow Approvals

Procurement of goods and services at Charlie Hospital, Demak, has been hampered several times by lengthy application processes and lengthy decision-making (procurement approval) processes. This indicates weaknesses in process management and cross-sector coordination. Therefore, improvements in managerial and communication aspects are needed to increase efficiency.

c. Weak Document Administration

Delays in payments due to invoice documentation issues indicate persistent issues with employee accuracy and administrative skills. According to Sitorus & Rahmawati (2021), administrative training is needed to equip employees to carry out their duties and minimize the risk of document errors that impact payment accuracy.

d. Unplanned Procurement

Sudden requests for goods have been quite challenging for procurement staff to handle. Furthermore, several instances of substitution of requested items have been observed. This indicates challenges to staff planning and problem-solving skills. These aspects require attention and improvement to prevent disruptions to the service process.

3) Discussion of Internal and External Environmental Analysis

According to Riyanto, Aziz, & Putera (2021), the internal environment of an organization encompasses all aspects of the resources owned by a business organization. The following description is the result of an internal analysis that includes the strengths and weaknesses of the competencies of procurement staff at Charlie Hospital, Demak. Strengths include high motivation, appropriate technical competencies, and a positive work ethic and culture. However, weaknesses remain in literacy and regulatory aspects, procurement flow managerial capabilities, and suboptimal technology adaptation.

The external environment presents several opportunities and threats that may arise in the future. Broadly speaking, some opportunities that can be exploited include the availability of LKPP training and certification that can support employee knowledge competency, digital procurement optimization that can improve digital skills, and third-party competition that can hone employee negotiation skills. Meanwhile, some threats that may arise include delays and shortages of goods, potential temptations of interest, price fluctuations, regulatory changes, and delays in claims that have implications for payment accuracy. All of these potential threats will collectively test employee competency in terms of adaptability, problem-solving, integrity, and work ethic.

4) Discussion of the Results of the SWOT Matrix Analysis, IFAS, EFAS, and SWOT Quadrants

The SWOT matrix analysis is the next step after analyzing internal and external factors. The SWOT matrix analysis yields at least four types of improvement strategies that Charlie Hospital Demak can employ, including:

a. SO Strategy

- a) Leverage motivation and interest in learning by encouraging employees to obtain internal training or certification and official training from LKPP.
- b) Carry out internal monitoring by involving management, experienced employees or those responsible for each procurement line to carry out supervision and assistance regarding procurement practices.
- c) Integrate work culture by collaborating with professional associations or third parties to obtain training programs.

b. ST Strategy

- a) Create SOPs for improving employee competency through training and employee performance evaluation.
- b) Optimizing the digital procurement system and providing training to all procurement units and employees in using it.
- c) Create a discussion and communication space (focus group discussion) between units and procurement implementers as a medium for coordinating procurement activities.

c. WO Strategy

- a) Form a core procurement team from all 4 lines to monitor performance, monitor SOP effectiveness, optimize procurement processes, and evaluate regularly.
- b) Maintaining work culture, ethics, and employee integrity through providing ethical values, anti-fraud, and case simulations.
- c) Create a digital procurement system development team to optimize technology, maximize planning and transparency, and anticipate delays in goods.

d. WT Strategy

- a) Conducting a variety of free online training programs from professional associations so that employee competency development can take place even with limited budgets.
- b) Conduct analysis and evaluation of employee performance to measure the achievement between success and technical and administrative errors.
- c) Implement a rotation system for procurement staff and units to understand the submission flow (units) and technical implementation of procurement (procurement staff).

The next stage is the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) analysis. The IFAS analysis yielded a score of 1.61, indicating that the company is in the poor category of managing its internal resources. Meanwhile, the EFAS analysis yielded a score of 1.54, indicating that the company's current strategy is in the very poor category and is very inadequate in responding to its external environmental conditions.

The values obtained from the IFAS and EFAS analysis processes conducted previously will be used to determine the company's position, which will then produce recommendations for strategies that can be used. In the previous subchapter, a SWOT diagram was discussed, explained, and displayed. The results of the analysis that have been conducted indicate that Charlie Hospital Demak is currently positioned in Quadrant I (growth), which is recommended for using a progressive strategy. This indicates that Charlie Hospital Demak is currently in good condition. Therefore, it is possible to continue to develop and improve in various areas. The following are recommended strategies based on the company's situation and condition and the required priority scale:

1) Strengthening Employee Understanding and Knowledge

- a. Conducting continuous internal/external training that discusses technical implementation, administrative flow (PR, PO, Documentation), and regulatory updates.
- b. Create a procurement coordination and communication space as a forum for discussions related to procurement.

2) Optimizing Administrative Skills

- a. Review and reconstruct the flow of requests for goods, and prepare written guidelines that can be used as a guideline for each unit in submitting procurement requests.
- b. Conduct periodic rotation of procurement staff from each division to achieve equal distribution of skills.

3) Improving Digital-Based Procurement Competencies

- a. Conducting digital procurement system updates and providing training to all units.
- b. Integrating digital procurement systems with financial and logistics systems to facilitate monitoring, as well as administrative efficiency and effectiveness.

4) Strengthening Ethical Values and Professionalism

a. Conduct regular evaluations of employee performance using indicators of success, compliance, transparency, and procurement accountability.

The table below is a description of the steps for realizing strategic recommendations in the form of operational work programs that have been adjusted to actual conditions and can be used as a reference in improving the competency of procurement employees at Charlie Hospital Demak.

Operational Program Design Table

Implementation	Focus of Work	Program Design
Quarter 1	Competency Enhancement and SOP Improvement	• Review and re-draft SOP, PR and PO • Basic procurement training for employees (IHT) • Socialization of procurement flow • Administrative audit and procurement process
Quarter 2	Digitalization System Procurement And Strengthening Administration	• Implementation system procurement integrated digital • Procurement administration training • Cross-procurement unit evaluation and coordination (FGD)
Quarter 3	Professionalism and Skills Improvement Negotiation and Anti Fraud	• Official competency training and certification (LKPP) • Vendor management and negotiation skills training • Ethics and Anti-Fraud Training • Mid-Year Audit

Quarter 4	Consolidation, Evaluation, and Further Improvements	• Monitoring effectiveness procurement process • Procurement performance evaluation • Employee Rotation • Alignment of SOPs and systems for the coming year • Public hearing (procurement team, hospital units and partner vendors)
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4. Conclusion

The current competency of procurement staff at Charlie Hospital Demak has advantages in terms of high personal and professional motivation, good work ethics and culture, and technical competency of procurement staff that is in accordance with their respective fields. However, there are weaknesses that must be immediately responded to and improved. Some of the weaknesses that were successfully found by the researcher include a lack of knowledge regarding procurement provisions/regulations, understanding of procurement flows (PR/PO), ongoing errors in document administration management, and the suboptimal use of digital-based procurement systems. Based on the description, it shows that the current condition of procurement staff generally has a strong foundation, but needs to be improved in terms of employee knowledge and understanding of regulations and work procedures, administrative abilities and skills, and increasing digital procurement competency. Several alternative strategies that have been successfully formulated through SWOT analysis are SO, ST, WO, and WT strategies. The coordinate points generated in the IFAS and EFAS analysis indicate the company's position in Quadrant I (growth), so it is possible to take a progressive strategy to maximize strengths and opportunities, as well as suppress weaknesses and minimize threats. The implementation of these alternative strategies is expected to improve the competence of goods and services procurement staff at Charlie Hospital, Demak.

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