

Original Research Article

## Policy Implementation of Procurement of Goods and Services in the Public Sector

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**Abstract:** The purpose of this study was to determine the implementation of goods and services procurement policies based on the SOP for the Management of Procurement of Goods and Services in Probolinggo Regency and to determine the driving factors and obstacles to the implementation of goods and services procurement policies in Probolinggo Regency. The location of this research is in the Procurement of Goods and Services Section of the Regional Secretariat of Probolinggo Regency, which is in the Office Complex of the Probolinggo Regent, Jalan Panglima Sudirman number 134 kraksaan. The research method used in this research is descriptive and verification method. The results of the study show that the implementation of the Policy on the procurement of goods and services in Probolinggo Regency has been carried out. However, in practice, it has not been considered optimal, and there are many discrepancies where transparency and fair competition still need to be adequately implemented. Some of the driving factors and obstacles to the implementation of goods and services policies include being influenced by policy standards and targets/measures and policy objectives, resources, characteristics of implementing organizations, attitudes of implementers, communication between related organizations and implementation activities, and the social, economic and social environment. Political.

**Keywords:** Policy Implementation, Procurement of Goods/Services, SOP.

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### INTRODUCTION

Procurement of government goods/services occupies a very urgent place in an organization because it is a means of using regional budgets in significant amounts to obtain the goods/services and work needed for the implementation of goals and programs set by Leaders at the Center or in the Regions. I see from experience throughout Indonesia that the goods/services procurement sector is a sector that is very vulnerable to policy abuse. This requires attention and handling from the perpetrators of the procurement of goods and services; if it is not carried out in line with regulations, it will result in state losses.

According to (Darma Pramita, 2015), the Indonesia Procurement Maturity Model is a concept of measuring the level of maturity of the Goods/Services Procurement Work Unit established by the Government Goods and Services Procurement Policy Agency (LKPP) through the field of Human Resource Development and Development as an initial step in

mentoring Pilot ULP to conduct a self-assessment of its maturity level. LKPP is very interested in encouraging and developing work units for the procurement of goods/services (UKPBJ) in order to be able to carry out the procurement of government goods/services according to procurement principles and standardized performance indicators.

Procurement of goods and services The Probolinggo Regency Government has carried out the institutional transformation, especially the UKPBJ function during the election process, where since 2017, according to Presidential Regulation Number 16 of 2018, there has been a change in the organizational structure from the Procurement Service Unit (ULP) to the Goods and Services Procurement Section (BPBJ). ) besides that related to the institutions of the Probolinggo Regency Government, it has made policy changes from the initial phase 1, shifting to stage 2. This was considered positive, even at the beginning of 2019, Probolinggo Regent Decree No. 820/177/426 was issued.

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Links to public services and the procurement of goods and services Tompkins (2005) argues that a high-performing public service is if it can carry out its assigned mission and mandate efficiently, effectively, responsibly, responsively, economically just, and based on resolving common problems effectively, besides In the process of a job must also be designed and developed, procedural errors can occur, if a job is not designed correctly, it can cause various problems. For this reason, it is necessary to create a standard fixed procedure, so that anyone, anytime and anywhere the steps are not changed/fixed. In this case, the actors or human resources are required to understand the Standard Operating Procedures (SOP) that are applied.

Within the scope of government procurement of goods/services, in particular, work steps or SOPs (standard operating procedures) must be carried out because if they are not implemented, it will obviously cause many problems. These problems are partly due to a lack of understanding of the procurement actors starting from the Commitment Making Officer (PPK), the selection working group (Pokja)/procurement officials, providers, and LPSE personnel of the Standard Operating Procedures (SOP) for Government Procurement of Goods/Services electronically (e-procurement), this is proven that it is still not in sync between what has been determined and what is implemented (existing conditions).

## LITERATURE REVIEW

### Policy Implementation

According to (Sadhana: 46), "Public Policy is one of the studies of Public Administration that experts and scientists of Public Administration have widely studied." Public Policy is the initial dimension in the attention of state administration so that it can determine the general direction for addressing community issues which can be used to determine the scope of the problems faced. Even though it is realized that the problems that grow and develop in society, if raised to the political stage, will be problems that must be solved by the government, which are often complicated and fundamental, the process is lengthy. This causes the policy-making process/public policy process to be complicated.

The definition of implementation of public Policy is an understanding related to implementation that can be connected with a regulation oriented to the interests of the community. A policy will show its benefits if it has been implemented on that Policy. Implementation, according to Jones' theory (Mulyadi, 2015, p. 45): "Those Activities directed toward putting a program into effect" (the process of realizing the program to show the results), while according to Horn and Meter: "Those actions by public and private individuals (or groups) that are achievement or objectives outlined in prior policy" (actions taken by

the government). So implementation is an action taken after a policy.

### Procurement of Goods/Services

According to Presidential Regulation 16 of 2018 (2018: 3), the procurement of goods and services, from now on referred to as the Procurement of Goods/Services, is the activity of procuring goods/services by Ministries/Institutions/Regional Apparatuses financed by the APBN/APBD, the process of which starts from identification of needs, up to the handover working result. Procurement of goods is an activity to obtain goods based on the principles, objectives, and applicable provisions starting from the source of funding to the place of destination based on the same quality (quality), quantity (quantity), cost (cost), time (delivery), source (source), and place to meet customer needs.

Procurement of services is an activity to carry out work and services where technical planning and specifications are as needed, based on principles, objectives, and conditions to meet the needs of institutions/users/customers. Procurement of goods and services is the process of acquiring goods and services, which means that there is a transfer of ownership of an item from the buyer to the seller. In general, the recognition of procurement occurs through a cooperation agreement between the buyer and the seller. Van Weele (2010) states that the procurement of goods and services includes all activities aimed at controlling and directing incoming goods.

### Standard Operating Procedures (SOP)

Standard Operating Procedures (SOP), according to Moekijat (2008), are steps for doing work, where the work is done, related to what is done, how to do it, when to do it, where to do it, and who does it. Wibowo (2010: 67) "reveals that SOP is a standard of activities that must be carried out sequentially to complete a job and if adhered to will bring consequences such as smooth coordination, no overlapping or duplication, harmonious working relationships are developed, clarity of authority and responsibility each employee's responsibility. SOP has criteria for effective and efficient, systematic, consistent, as work standard, easy to understand, complete, written, and open to change/flexible.

There are several forms and criteria for making standard operating procedures (SOP), namely simple steps, hierarchical steps, graphic formats, and flowcharts. Ismail Masya (1994: 58) explains that in the procedure there are two categories, namely: Blue-color procedure is a procedure that is usually used in factories, workshops, construction project research section, manufacturing section, and material transfer and White-color procedure is a process used in the field of administration, including procedures contained in an office such as the flow of correspondence,

bookkeeping, accounting, reporting, planning, work scheduling, budgeting, work standards, drafting, office techniques.

## METHODOLOGY

### Research Scope and Location

Policy implementation of procurement of goods and services in the public sector (Study of Implementation of Goods and Services Procurement Policy Based on Probolinggo Regent's Decree Number: 027/830/426.32/2019 concerning Establishment of SOPs for the Management of Procurement of Goods and Services within the Probolinggo Regency Government). The research location is the place to carry out research; the researcher took the location in the Procurement of Goods and Services Section of the Regional Secretariat of Probolinggo Regency, which is in the Office Complex of the Probolinggo Regent Jalan Panglima Sudirman number 134 Kraksaan with reasons based on observations of services in the procurement of goods and services based on initial observations which are still very low and services in the field of goods and services both to SKPD and providers are still far from perfect.

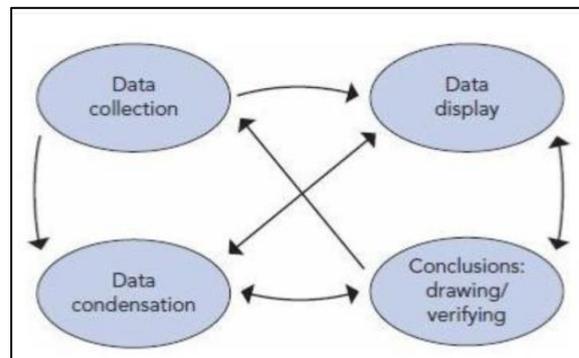
### Informants

Informants from this study consisted of the head of the procurement of goods and services, internal goods and services procurement actors, namely the election working group totaling 8 (eight) people, 1 () person making commitment officials, and the functional coordinator of goods and services procurement 1 (person).

### Data Analysis Technique

The data analysis technique uses the theory presented by Miles, Huberman, and Saldana (2014: 14), namely data condensation, data display, and

conclusion drawing and verification. Data condensation refers to selecting, focusing, simplifying, abstracting, and transforming data.



**Image 1: Interactive Data Analysis Process**

Source: Miles, MB, Huberman, AM, & Saldaña, J., 2014: 10)

## RESULTS AND DISCUSSION

### Research Result

In this section, the researcher wants to discuss the findings from the field regarding the implementation of the SOP for the Procurement of Goods and Services in the Probolinggo Regency. Implementation of Government Goods/Services Procurement Policy based on Probolinggo Regent Decree Number: 027/830/426.32/2019 concerning Establishment of SOPs for Management of Procurement of Goods and Services within the Probolinggo Regency Government Environment based on interview results and realization of electronic procurement of goods and services in Probolinggo Regency has been fulfilled even though not yet optimal as shown in the table of realization of tender achievements for 2020 to August 2021.

**Table 1 The Efficiency Level of the Implementation of Goods and Services Electronically in Probolinggo Regency**

Year	Ceiling Rp	Realization/Contract Rp	Efficiency
2022 (until August 2021)	217,500,000,000	177,480,000,000	18.4%
2021	142,057,470,000	122,306,813,100	13.9%
2020	118,612,784,000	109,123,000,000	8%
2019	219,908,400,000	197,917,560,000	10%

Source: (LPSE Data of Probolinggo Regency)

The implementation of the SOP policy for the procurement of goods and services in Probolinggo Regency still needs to meet the objectives of the Policy because its implementation has not been optimal. Two of the five goals still need to be appropriately implemented: transparency and fair competition. This can be proven by the existence of loopholes still being exploited by the personnel involved in the procurement of goods and services who are still committing

irregularities by making tender arrangements in various ways, for example, by adding discriminatory terms and intercepting providers of time to prove bid qualifications. The three objectives of procurement that have not been met include increasing the participation of micro, small and medium enterprises, encouraging economic equity,

An overview of providers/business actors registered in the SIKAP (Provider Performance Information System) and SPSE (Electronic

Procurement System) of Probolinggo Regency as of August 2021 is shown in the following table:

**Table 2**  
**Description of providers/business actors registered at SIKAP Probolinggo Regency as of August 2021**

Type of Business Entity	Amount	Percentage
CV	315	79.7
Firm	1	0.3
Cooperative	3	0.8
PT	68	17,2
Trade Business	1	0.3
Individual Business	7	1,8
<b>Total 395</b>		

When viewed from the domicile of providers/business actors, as many as 67% are local providers, and 33% are non-local providers. The local provider in question is a provider who is domiciled in the Probolinggo Regency/City area. In contrast, the non-local provider is a provider who is domiciled

outside the agency/ City of Probolinggo. The percentage of local business actors who are above non-local should be able to make local entrepreneurs become providers who can contribute to the development of the region Probolinggo District.

**Table 3**  
**Type of Work Provider**

Type of work	Amount	Percentage
1 Type of Work	306	77.5
>1 Job Type	89	22.5

Source: (State data from LPSE Probolinggo Regency)

Furthermore, the type of provider's work is the category of provider's work based on the type of procurement (goods, construction work, consulting services, and other services). Table 3 above show that the type of work the provider consists of is only 1 type

of work or more than 1 type of work. This work is based on the classification of business licenses owned by each provider or business actor. As many as 77.5% of providers have 1 type of work while the remaining 22.5% have more than 1 type of work.

**Table 4**  
**Types of Work of Providers Based on Types of Procurement**

Profession	SIUP	Percentage
<i>*1 Job Type</i>		
Goods	129	32,7
Construction Work	123	31,1
Consulting Services	27	6,8
Other Services	27	6,8
Sub-Total	306	77.5
<i>*&gt; 1 Job Type</i>		
Goods + Construction Work	57	14,4
Goods + Consulting Services	3	0.8
Other Goods + Services	22	5,6
Construction Work + Consulting Services	0	0.0
Construction Work + Other Services	2	0.5
Consultancy Services + Other Services	3	0.8
Goods + Construction Work + Other Services	2	0.5
Sub-Total	89	22.5
Total		

Source (LPSE Probolinggo District SIKAP data)

Table 4 above shows that providers with 1 type of work based on the type of procurement are 32.7% for goods, 31.1% for construction work, and 6.8% for consulting and other services. Meanwhile, for providers who have more than 1 type of work based on the type of procurement, as much as 14.4%

for goods and construction work, 5.6% for other goods and services, and others can be seen in Table 4.4.

The ratio of providers/business actors verified with the number of packages from SIRUP (Procurement General Planning Information System) for each procurement category.

**Table 5**  
**Number of Procurement Packages Through Providers**

Procurement Package	Amount	Percentage
Goods	1379	51,3
Construction Work	490	18,2
Consulting Services	434	16,1
Other Services	385	14,3

Sources of SYRUP for 2021

The number of procurement packages through providers at SIRUP during 2021 is 2688. Of this amount, as much as 51.3% are goods procurement packages, 18.2% of these packages usually consist of SKPD capital expenditure packages for procurement of construction works, 16.1% consulting service procurement packages, and 14.3% other service procurement packages if seen from presentation such that shopping budget the Probolinggo Regency Government is still struggling with fulfilling capital expenditure so that this pattern should be able to shift

to work packages to fulfill needs public. To measure the ability of providers/business actors registered at SPSE Probolinggo Regency to the number of procurement packages based on their category, a ratio of the number of verified providers/business actors to the number of procurement packages through providers is required. The data for the number of providers based on the type of procurement is taken from data on the type of work of providers who have only 1 type of work, as shown in Table 4.5 above; this is intended to make it easier to determine the ratio.

**Table 6**  
**Ratio of Number of Providers to Number of Procurement Packages Through Providers**

Provider(a) Procurement Package(b)	Amount	Ratio (a/b)
<i>*Goods</i>		
Supplier	129	0.09
Goods Procurement Package	1379	
<i>*Construction work</i>		
Construction Work Provider	123	0.25
Construction Procurement Package	490	
<i>*Consulting Services</i>		
Consultancy service provider	27	0.06
Consultancy Services Procurement Package	434	
<i>*Other Services</i>		
Other Service Providers	27	0.07
Other Services Procurement Package		

Sources of SYRUP for 2021

From Table 6 above, it can be seen that the highest ratio in the construction procurement package is 0.25. This shows that the number of providers/business actors in the construction sector registered at the SPSE is sufficient to fulfill the construction procurement package. Meanwhile, the

ratio for the procurement of goods, consulting services, and other services is relatively small.

This shows that the ability of providers/business actors to fulfill the three procurement packages is still lacking, so

providers/business actors engaged in the types of procurement of goods, consulting services, and other services which are domiciled in Probolinggo

Regency/City need to be encouraged to the maximum to register their business entities. At SPSE.

**The Level of Motivation of Providers/Business Actors in Participating in the Procurement for Each Category**

**Table 7**  
**2021 Tender Recap**

Procurement Type	Amount	Percentage
Goods	18	14,1
Construction Work	89	69,5
Consulting Services	16	12,5
Other Services	5	3,9

Sources of SYRUP for 2021

Procurement packages through providers using the provider selection method using tenders at SIRUP during 2021 totaled 128 procurement packages. Of the procurement packages through the tender method, the procurement of construction works was dominated by 69.5%, followed by goods procurement at 14.1%, consulting services at 12.5%, and other services at 3.9%. To find out the level of motivation of

providers/business actors in participating in procurement for each category, data on the number of providers/business actors submitting bids at SPSE for tender procurement packages in 2021 is needed, and data on the number of providers/business actors registering in a package at SPSE for procurement packages. tenders in 2021.

**Table 8**  
**Number of Providers Submitting Offers at SPSE (Tender 2021)**

Procurement Type	Number of Providers Delivering Offers on SPSE
Goods	69
Construction Work	389
Consulting Services	61
Other Services	15
<b>Total</b>	<b>534</b>

SPS Source

Table 8 shows the number of local business actors/providers submitting bids at SPSE for each type of tender procurement package during 2021. The highest number of local business providers/business actors submitting bids at SPSE is construction work

with 389 providers, followed by procurement of goods 69 providers, 61 consulting services, and 15 other services. However, the quality of the offerings needs to be further studied.

**Table 9**  
**Number of Providers Listed in a Package in SPSE (Tender 2021)**

Procurement Type	Number of Providers Registered at
Goods	268
Construction Work	2900
Consulting Services	478
Other Services	72
<b>Total</b>	<b>3718</b>

SPS Source

Table 9 shows the number of providers registering for a package at SPSE for each type of tender procurement package during 2021. The highest number of providers/business actors registering for a package at SPSE is construction work with 2900

providers, consulting services with 478 providers, procurement of goods by 268 providers, and other services by 72 providers.

Furthermore, from these two tables, 8 and 9, the level of motivation of providers/business actors in participating in procurement for each category of procurement can be seen. The level of motivation of providers/business actors' participation in procurement for each procurement category is obtained from the number of providers submitting bids at SPSE compared to the number of providers registering in a package at SPSE. The highest level of provider motivation is in the goods procurement package, which is 25.7%. This shows that the level of motivation of providers/business actors to participate

in tender procurement packages is very high compared to other tender procurement packages. Meanwhile, the second highest level of motivation for providers/business actors falls on other service procurement packages, namely 20.8%. In comparison, the level of motivation of providers/business actors in the construction work package and consultancy services are 13.4% and 12.8%. From the data on the level of motivation of providers/business actors, it can be further identified regarding the background why the level of motivation of providers/business actors is different in each procurement package.

**Quality of Offer of Local Business Operators/Providers**

**Table 10 Average Number of Providers/Local Business Players Entering Offers in the 2021 Tender Procurement Package**

Types of Procurement Packages	Number of Providers (Local + Non Local) Entering Offer(a)	Number of Local Providers Submitting Offers(b)	Average(b/a)*100%
Goods	69	19	27.5
Construction Work	389	229	58.9
Consulting Services	61	0	0.0
Other Services	15	7	46.7

*SPS Source*

Table 10 shows the average number of local business actors/providers submitting bids for each type of tender procurement package during 2021. The highest average number of local business actors/providers submitting bids is in construction

work at 58.9%, followed by other services at 46.7%. For consulting services, it is necessary to identify the background or causes that make the average number of local business providers/business actors submitting bids to be 0.0%.

**Table 11 Average Number of Offers from Providers/Local Business Actors that Meet Administrative and Technical Requirements in the 2021 Tender Procurement Package**

Types of Procurement Packages	Number of Providers (Local + Non-Local) Submitting Offers(a)	Number of Offers from Local Providers that Meet Administrative Requirements and	Average(b/a)*100%
Goods	69	6	8.7
Construction Work	389	103	26.5
Consulting Services	61	0	0.0
Other Services	15	6	40.0

*SPS Source*

Table 11 shows the average number of offers from local business actors/providers that meet the requirements of administration and technical in each type of tender procurement package during 2021. The highest average number of bids from local providers/business actors that meet the technical and administrative requirements is for other services at 40.0%, followed by construction work at 26.5%. For consulting services, it is necessary to identify the background or causes that make the average number

of offers from local business actors/providers meet the administrative and technical requirements of 0.0%.

Furthermore, from the two tables, tables 10 and 11, the quality of the supply of local business actors/providers can be seen. The quality of business actors' bids is obtained from the average number of bids from local providers who meet administrative and technical requirements compared to the average number of providers submitting bids. The graph of the

quality of supply offered by local business actors/providers can be seen below.

Discussion on the characteristics of actors in the procurement of goods and services cannot be separated from the implementation of the organizational structure. The organizational structure of the Goods and Services Procurement Section is as implied in Probolinggo Regent Regulation Number 14 of 2021 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Devices where the Goods and Services Procurement Section oversees Functional Position Groups. The Head of the Goods and Services Procurement Section has the task of carrying out the preparation of regional policy formulations, coordinating the formulation of regional policies, coordinating the implementation of regional apparatus tasks, implementing monitoring and evaluation in the field management of the procurement of goods and services, management of electronic procurement services, guidance and advocacy of procurement of goods and services.

In addition to discussing the restructuring of the organizational structure for solving problems within the UKPBJ, a Strategic Plan (Renstra) for the Procurement of Goods and Services is contained in the Strategic Plan for Changes to the Regional Secretariat of Probolinggo Regency for 2018-2023. Strategic Plan for Changes to the District Secretariat Probolinggo is a regional apparatus medium-term plan for 5 (five) years. Based on identifying problems and strategic issues at the regional secretariat, problems were mapped in the Goods and Services Procurement Section, as shown in the table below. Mapping of Problems in the Procurement of Goods and Services Section Based on the Strategic Plan for Changes to the Regional Secretariat of Probolinggo Regency for 2018-2023.

Currently, Probolinggo Regency is still in the UKPBJ maturity model at the UKPBJ Essence level, which focuses on the essential functions of UKPBJ in the selection process, has a segmented work pattern and collaboration between actors in the effective procurement of goods/services process has not yet been formed. This year, UKPBJ Probolinggo Regency is targeted to become a model for UKPBJ's maturity to be proactive, namely UKPBJ which carries out the Goods/Services Procurement function with an orientation towards meeting stakeholder needs through collaboration and strengthening the planning function with internal and external stakeholders.

In order to reach the proactive level, the acquisition of the assessment must be 9/9, and according to the figure, the main point of this deficiency is the absence of improvements to the SOPs that have been prepared and Fulfillment of the resources of actors

procuring goods and services based on LKPP Recommendations.

To carry out the accelerated killing of the assessment, researchers assisted at LKPP on July 18, 2021, regarding compliance with SOPs and Resources for Government Procurement of Goods and Services in the Probolinggo Regency environment.

From the results of the mentoring, LKPP Sudan agreed to the revision of the SOP (attached), which the researchers compiled and expected to be ratified soon, as well as to fulfill PBJ HR to immediately coordinate with the LKPP E-SDM Directorate to immediately conduct competency tests on all Selection Working Groups that have not yet occupied Functional Positions a total of 8 (eight) people.

Based on the Position Map of the 2021 Goods and Services Procurement Section, it can be seen that the total number of staff managing the procurement of goods and services is 23 people. Of the 23 people, 19 (83%) were civil servants, and four (17%) were contract workers. From the 19 civil servants, it can be seen in the position map that five people (26%) hold the Young Goods/Services Procurement Manager Functional Position, three people (16%) hold the First Goods/Services Procurement Manager Functional Position, one person (0.5 %) for the Functional Position of Young Computer Institutions, seven people (37%) for Reviewing Goods and Services Procurement Policy, one person (0.5%) for Administrative Analyst, one person (0.5%) for Preparing Financial Reports, and one person (0.5%) of Data Manager.

Based on the SOP for the primary process of procurement of goods and services above, the standard time has not been filled, so assumptions arise regarding the time limit for each stage, this results in the Commitment Making Officer or the selection Working Group not having a deadline so that many procurement election implementations are delayed, reducing work implementation time and the end point there are incomplete jobs and blocked providers. To prevent a similar situation, the SOP must be revised to add a standard time according to the regulations.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the description of the analysis and discussion of the research results, the researchers concluded that the implementation of the Policy on the procurement of goods and services in Probolinggo Regency had been carried out, namely by the drafting of the Regent's Decree number 16 of 2018 and the Regent's Decree Number: 027/830/426.32/2019 however in its implementation it is not considered optimal, and there are still many discrepancies, this is evidenced by two things where Transparency and Fair Competition have not been carried out properly, this is

due to the presence of individuals who are still carrying out tender packages and direct procurement for certain providers in one of the ways by providing HPS (Self-Estimated Price) and providing specific discriminatory terms. Consistency in communication needs to be improved between implementers of goods and services procuring actors; carrying out outreach and technical guidance to implementers outside of UKPBJ needs to be carried out with a good concept so that they understand their roles and consequences if there is a discrepancy.

Some of the driving factors and obstacles to the implementation of goods and services policies, according to the Van Metter and Van Horn model, show that in the implementation of electronic procurement of goods and services policies in Probolinggo Regency, there is a common understanding of the applicable rules and the complete application of procurement ethics and principles by the procurement actors. Goods and services. The problem is that there is distrust between goods and services procurement actors between the selection Working Group/procurement officials and the Commitment Making Officer or vice versa, and several individuals are suspected of not complying with the principles and ethics of the procurement of goods and services. The driving resource factor is the maturity of UKPBJ which must be optimized, the infrastructure that has been fulfilled, especially for SPSE applications, and The commitment of the Central leadership to the development of Resources in UKPBJ through the rules developed. The obstacle is the Fulfillment of UKPBJ personnel who serve. The driving factor for the UKPBJ Maturity Assessment implementing organization is still in the essential category of proactive targets and towards a center of excellence (COE).

Attitudes of executors, driving factors Minimizing audit findings from external auditors. The obstacle faced is that the rules for procuring goods and services have yet to be fully implemented in E-Procurement. Communication between related organizations and implementation activities, driving factor: ongoing communication between related organizations, including the development of the latest version of SPSE, forces users to be able to learn the new SPSE system in order to smooth the process of selecting providers, the perceived obstacle is weak coordination between Goods and services Procurement Managers so that it is not uncommon for repeat tenders or tenders to be rejected by the Budget Users. The social, economic, and political environment.

Based on the conclusions above, it is expected that there will be no more unscrupulous individuals who violate the principles and ethics of procurement in the implementation of the goods and services procurement process, quality improvement is carried out to PBJ management resources, Fulfillment of facilities and

infrastructure for PBJ actors, immediately ratify the revised SOP that has been prepared, make an LPSE supporting application so that there are no more misjudgments among goods and services procurement actors about leaked self-estimated prices (HPS), and conduct outreach regarding procurement ethics and principles to stakeholders or elites about the importance of implementing the ethics and principles of procurement of goods and services.

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