



**Global Scientific and Academic Research Journal of Economics, Business and Management**

ISSN: 2583-5645 (Online)

Frequency: Monthly

Published By GSAR Publishers

Journal Homepage Link- <https://gsarpublishers.com/journals-gsarjebm-home/>



**Policy Effectiveness of Electronic Procurement of Government Goods/Services in Tidore Islands**

**BY**

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**Article History**

Received: 02/12/2023

Accepted: 07/12/2023

Published: 09/12/2023

**Vol – 2 Issue – 12**

PP: -39-47

**Abstract**

*This study aims to determine and analyse the policy effectiveness of electronic procurement of government goods/services. The research was conducted at the Office of Goods / Services Procurement Work Unit (UKPBJ) and Regional Work Unit (SKPD) of Tidore Islands City. This research is a descriptive qualitative research, using primary and secondary data obtained from procurement actors. The data collection techniques used were interviews and questionnaires, with descriptive analysis methods. The results of the analysis show that the implementation of electronic procurement in Tidore Islands City is effective which can be seen from the achievement of the objectives of electronic procurement, namely, increasing transparency and accountability, improving the efficiency of the procurement process, increasing market access and fair business competition, supporting the audit monitoring process and meeting realtime information needs. However, problems are still encountered, such as procurement actors who are late in preparing and uploading procurement plans, providers who cannot use technology properly, failed tenders due to errors in the evaluation process, and internet network disruptions.*

**Keywords.** E-procurement, Procurement of goods/services, Effectiveness

**A. Introduction**

Procurement of goods/services is a government spending mechanism that plays a very large role in the absorption of the state budget. A very large portion of the goods/services procurement budget in the State Budget (APBN), for example in 2017 the total expenditure on government goods/services amounted to 490 trillion rupiah, consisting of goods/services expenditure of 296 trillion rupiah and capital expenditure of 194 trillion rupiah. While the total expenditure on government goods/services in the 2017 APBD was 452 trillion rupiah consisting of goods/services expenditure of 232 trillion rupiah and capital expenditure of 220 trillion rupiah (Wardiana, 2018) [1].

The public procurement process is different from the private sector. The most basic difference is the source of financing. Government procurement of goods/services financed by the APBN/APBD, either in part or in whole, must refer to Presidential Regulation of the Republic of Indonesia Number 16 of 2018 [2], and amended by Presidential Regulation Number 12 of 2021 [3]. According to the presidential regulation, government procurement of goods/services is the activity of Procurement of Goods/Services by Ministries/Institutions/Regional Apparatus financed by the

APBN/APBD, the process of which starts from the identification of needs, until the completion of all activities to obtain goods/services.

At this time, to obtain goods and services through an electronic procurement process. The electronic procurement revolution is recognised to reduce fraud in public procurement. So far, conventional procurement has led to increased corruption in procurement. In addition, the procurement of government goods and services through electronic procurement can increase transparency and accountability in public procurement. In India for example, according to Panduranga (2016) [4] many efforts have been made by the Government of India to increase transparency in public procurement and one of them is through e-procurement. The Government of India believes transparency in public procurement through e-procurement plays an important role in socio-economic development therefore technology is widely used in bringing transparency in governance. In contrast, in Lebanon, the birth of the Government Procurement Law number 244 of 2021 is expected to be an indicator of the pillars of development, but the fact is that it does not guarantee effectiveness because corruption is still deeply rooted and institutionalised in the socio-economic-political system Ghanem (2022) [5].

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There are at least three dimensions that explain why someone commits fraud according to Donald Cressey, namely pressure, opportunity, justification, or justification (rationalization), these three dimensions have a relationship between one another so as to form an aggregate concept to explain several fraud factors comprehensively (Jacob, 2014) [6]. Fraud is a deviation and illegal act that is carried out intentionally for certain purposes, such as deceiving or misleading other parties, which is carried out by people both inside and outside the organisation (Karyono, 2013) [7]. Procurement fraud is fraud that occurs during the procurement of goods/services of the government or private companies. This type of fraud is a type of fraud that often occurs and is not easily detected, proven, and prosecuted because many parties involved, especially internal parties, and can occur in internal parties, and can occur in various procurement life cycles of goods/services procurement. So that some efforts are needed that must be to prevent the occurrence of fraud gainst the procurement goods/services So that some efforts are needed that must be to prevent the occurrence of fraud gainst of the government procurement of goods/services.

**Table 1. Corruption crime by case types**

Cases	2019	2020	Amount
Bribery	119	56	175
Goods/services procurement	18	30	48
TPPU	5	3	8
Budget abuse	2	2	4
Extortion	1	0	1
Licence	0	0	0
Obstructing KPK process	0	0	0
Amount	145	91	136

Source: Corruption Eradication Commission (ICW), 2021

Indonesia Procurement Watch (ICW) states that of the 385 corruption cases handled by the Corruption Eradication Commission (KPK), fraud cases in the procurement of goods/services reached 70 percent with state losses reaching 1.02 trillion rupiah throughout 2017 due to fraud in the procurement of goods/services (Hamdani, et al., 2020) [8]. In 2018 there were 61 cases of corruption with the markup mode in the process of procuring goods and services (Alamsyah, et al., 2018) [9]. The 2016 audit of the Supreme Audit Agency of the Republic of Indonesia revealed findings related to the procurement of goods/services which included overpayments, price cuts, unearned late fees, fictitious procurement, specifications of goods not in accordance with the contract, and providers not completing the work with state losses reaching 1.15 trillion rupiah (BPK, 2016) [10]. These fraud data are the reason for increasing concerns about the performance of public procurement. The performance of public procurement continues to be in the spotlight because of

the many corruption cases that originate from the procurement process.

Therefore, there must be efforts to prevent fraud in the procurement of goods/services, including through e-procurement, as well as the role of organisational culture, whistleblowing system, and internal control. According to Nawi, et al. (2016) [11], e-procurement can generally be defined as the automation of an organisation procurement process using web-based applications. Presidential Regulation No. 16 of 2018 [2] on Government Procurement of Goods/Services States that electronic procurement is the procurement of goods/services carried out using information technology and electronic transactions in accordance with statutory provisions and carried out by means of e-tendering or e-purchasing. Advances in information and communication technology make the process of procuring goods and services cannot be separated from technology. E-purchasing is a procedure for purchasing goods/services through an electronic catalogue system. Electronic catalogue is an electronic information system that contains lists, types, technical specifications, and prices of certain goods from various government goods/services providers.

Based on information from Government Procurement Agency of the government of the Republic of Indonesia (LKPP-RI) (2023) [12], as of 10 October 2022, the number of products in the Electronic Catalogue has reached 1.5 million products from 19,393 MSE businesses joining the Electronic Catalogue, with total transactions of 57.4 trillion rupiah. This number has exceeded the initial target of 1 million products. The optimisation of procurement through the Electronic Catalogue is expected to increase the involvement of micro, small, and cooperative enterprises (MSEs-Cooperatives) in government procurement of goods/services.

With the large number of transactions and budgets, the electronic catalogue must be able to become a breakthrough that can make the procurement of goods/services credible and accountable. Electronic procurement systems can help all stakeholders monitor procurement information in real-time, transparently, and accountably. So far, there are conveniences in procurement through electronic catalogues. However, in its implementation, there are several problems faced by procurement managers, namely related to the effectiveness of the procurement process of the goods/services needed.

According to Hakim (2016) [13], effectiveness is a measure of the success or failure of an organisation to achieve its goals. If an organisation succeeds in achieving its goals, then the organisation has run effectively. Effectiveness only sees whether a programme or activity has achieved the activities that have been set. Measuring the effectiveness or not of the implementation of an electronic procurement system in a government agency can be seen from the size of the objectives listed in the presidential regulation on government procurement of goods/services, which consists of, indicators of increasing transparency and accountability, indicators of increasing market access and fair business competition, and indicators of improving the level of efficiency of the

procurement process, indicators of supporting the monitoring and audit process, and indicators of meeting the needs of real time access to information.

Research conducted by Nurchana (2014) [14], stated that the implementation of electronic procurement in Bojonegoro Regency can be said to be less effective. This is because there is one goal that has not been achieved optimally, namely increasing healthy business competition because there are indications of "flirting". These indications reduce the effectiveness of the application of electronic procurement in the procurement of goods/services. Research conducted by Maharani et al. (2016) [15], in terms of effectiveness, has been running well and effectively. This is indicated by the transparency that the process of procurement of goods/services can be obtained openly and easily by all parties. The research is in line with research conducted by Habibi and Untari (2018) [16], with the results of the research, namely the implementation of electronic procurement in Malang City running effectively as evidenced by the number of packages processed in electronic procurement running smoothly, the auction method is also very transparent. However, there are some obstacles, namely problems with the internet network system that slow down the tendering process.

Different research results conducted by Swadesi (2017) [17], found that electronic procurement in the Pekanbaru City government has not been implemented effectively. This is due to limited human resources (HR), technical difficulties, and limited funds. All of these factors greatly affect the effectiveness of the procurement of goods/services through the Pekanbaru Electronic Procurement Service (LPSE). Likewise, the results of research by Firmansyah, at al. (2021) [18], in their research in Bandung Regency found that the e-procurement policies with the direct procurement method is not optimally implemented, in practice e-procurement has not been fully implemented. This can be seen by what is planned in the general procurement plan against which the implementation of e-procurement is not by the objectives of implementing the e-procurement policy.

Based on the results of interviews with the head of the government goods/services procurement work unit (UKPBJ) of the Regional Secretariat of the City of Tidore Islands, Mr Wahid Saraha, in the process of announcing tenders, registering tenders for job descriptions, evaluating and qualifying stages, and determining winners have been in accordance with applicable regulations and have tried to be fair. In the price bidding stage, it must be in accordance with the provisions, namely below the estimated price (HPS) and below the budget ceiling, then the lowest price is selected if the lowest price turns out to be canceled and unconditionally continues to select the next price, but the company specifications are still seen again if the company is fictitious then it will not be selected. According to him, e-procurement can prevent corruption in the procurement of goods/services. There are still practices of collusion, corruption, and nepotism (KKN caused not in the auction process but in the implementation of the work.

**Table 2. E-Procurement in Tidore Islands City**

Description	2020	2021
Number of tender packages	103 tender packages	539 tender packages
Number of tender packages completed	103 tender packages	530 tender packages
Value (Rp)	133,447,242,292	154,637,548,198
Contract value (Rp)	132,565,025,200	152,311,064,698
Savings against total budget (Rp)	2,443,898,620	1,941,482,347
Value of failed tender	0	0
Savings against total budget (%)	1,83%	1,26 %

Source: UKPBJ Tidore Islands City, 2022

Electronic procurement of goods/services from 2020 to 2021 in Tidore Islands City has increased the efficiency of the total budget, namely in 2020 there was an increase to 1.83% with a total budget efficiency value of 2,443,898,620 billion rupiah and finally, in 2021 there was a decrease of 1.26% with a total efficiency value of 1,941,482,347 billion rupiah.

Based on the background of the problem above, the researcher is interested in conducting research that analyses the effectiveness of electronic procurement of government goods/services in Tidore Islands City. The effectiveness of electronic procurement can be seen in: (1) Transparency and accountability; (2) Market access and fair competition; (3) Level of efficiency of the procurement process; (4) Monitoring and auditing processes; (5) The need for real-time access to information.

## B. Theoretical Effectiveness

Measuring the effectiveness of an organisation whether it has been effective or ineffective, namely if the objectives of an organisation have been achieved, the organisation is said to be effective Mardiasmo (2017) [19]. Effectiveness has a lot to do with goals because the closer an organisation is to its goals, the more effective it is. According to Sadad (2014) [20], that the concept of effectiveness is a broad concept covering various factors and from which point of view to see it. In general, effectiveness is related to various ways of achieving goals either in terms of process or in terms of time.

According to Duncan in Zulkarnain in Irwansyah, et al. (2022) [21], there are several indicators that measure effectiveness, namely: (1) Goal achievement. Various efforts to achieve goals must be seen as a process in order to be more assured in achieving the ultimate goal. Furthermore, phasing is very necessary, both in the sense of phasing the achievement of its parts and phasing in the sense of its periodisation; (2) Integration. Relates to measuring an

organisation's ability to socialise, develop consensus, and communicate with other organisations. Integration consists of socialisation procedures and processes; (3) Adaptation. A process in self-adjustment carried out by individuals to adapt themselves to changes that occur in their environment. Adaptation consists of improving capabilities and infrastructure.

### Overview of Government Goods/Services Procurement

Based on Presidential Regulation Number 16 of 2018 [2], which is amended by Presidential Regulation Number 12 of 2021 [3] concerning Government Goods / Services, government procurement of goods/services is an activity of Procurement of Goods / Services by Ministries / Institutions / Regional Apparatus financed by the APBN / APBD whose process is from identification of needs, up to the handover of work results. Goods/services procurement activities start from identifying needs which is basically a general procurement planning activity.

The implementation of e-procurement as a goods and services procurement system has the principles of government procurement of goods/services as stated in the above Perpres are: (1) Efficient, meaning that the procurement of goods/services must be attempted by using the minimum funds and resources to achieve quality and targets within the specified time or using the funds that have been determined to achieve results and targets with maximum quality; (2) Effective means that the procurement of goods / services must be in accordance with the needs and objectives that have been determined and provide the greatest possible benefits; (3) Transparent means that all provisions and information regarding the procurement of goods / services are clear and can be widely known by interested goods / services providers and by the public in general; (4) Open means that the procurement of goods / services can be followed by all goods / services providers who meet certain requirements / criteria based on clear provisions and procedures; (5) Competitive means that the procurement of goods / services must be carried out through fair competition among providers of goods / services that are equal and meet the requirements so that competitively offered goods / services can be obtained and there is no intervention that disrupts the creation of market mechanisms in the procurement of goods / services; (6) Fair / non-discriminatory means providing equal treatment for all prospective goods / service providers and not leading to advantages to certain parties while still taking into account the national interest; (7) Accountable means that it must be in accordance with the rules and regulations related to the procurement of goods / services so that it can be accounted for.

### Electronic Procurement

Electronic procurement is the comprehensive use of electronic devices by both businesses participating in tender procedures and the public sector responsible for the management of procedures, which is expected to make public spending more transparent, effective, optimal, and evidence-oriented, and competitive (Ramadhan, and Rahman, 2022) [22].

According to Gardenal (2013) [23], electronic procurement has been noted for its potential to rationalise organisational expenditure, reduce administrative costs, and stimulate efficiency in operations. Christopher & Schooner in Basrie (2015) [24], suggest that electronic procurement is an activity to obtain goods/services transparently, effectively, and efficiently in accordance with the needs and desires of its users. According to Firmansyah, at al. (2021) [18], one of the ways to realise e-governance is through electronic procurement of government goods and services. E-procurement can generate public trust in the government because it has been carried out through a process of transparency and accountability. This trust can be built because the procurement process follows the provisions that are regulated electronically by prioritising transparency and accountability so that the provider who is determined as the winner of the tender or selection is a provider of goods and services that has passed administrative and technical evaluations by participating in open competition.

In short, electronic procurement is the process of procuring goods/services that are carried out through electronic auctions, to facilitate the process of obtaining goods/services auction electronically, to facilitate the process of obtaining goods/services that are more transparent, effective, and efficient in accordance with the needs and desires of its users, and based on statutory requirements.

The objectives of electronic procurement according to Siahaya (2013) [25], are as follows: (1) Increase efficiency and accountability; (2) Improve market access and business competition; (3) Increase the efficiency level of the procurement process; (4) Support the monitoring and audit process; (5) Fulfil the need for access to up-to-date information.

Some of the benefits of implementing electronic procurement as described by Teo and Lai in Zahran, et al. (2022) [21], which divides the benefits of electronic procurement into 2 direct and indirect benefits. Direct benefits such as increasing data validity, increasing efficiency in the procurement process, faster application processes, reducing operational and administrative costs. Indirect benefits such as making procurement more competitive, improving customer service, and improving relationships with colleagues.

### C. Research Methods

This research was conducted in Tidore Islands City, precisely at the government goods/services procurement work unit (UKPBJ) of the Tidore Islands City. This research uses descriptive research type, which tries to describe in general about the problem under study regarding the effectiveness of electronic procurement of goods/services.

In this study, in order to obtain accurate data and information, it is necessary to interview informants who have an understanding directly related to the issue of the effectiveness of electronic procurement of goods/services. The number of informants was 10 people consisting of (1) Head of the Goods / Services Procurement Work Unit 1 person; (2) Electronic

Procurement Service Administrator 1 person; (3) Head of the Procurement Service Unit (ULP) 1 person; (4) Goods / Services Users (Dinas / OPD) 5 people; (5) Goods / Services Providers 2 people.

The data analysis model used by researchers is an interactive model according to Miles and Huberman quoted from Sugiyono (2017) [26], carried out through the following stages: (1) Recording all findings of phenomena in the field both through interviews and documentation; (2) Reviewing the notes from interviews and documentation studies, and separating data that is considered important and not important, this work is repeated to check for possible classification errors; (3) Describing data that has been classified by paying attention to the focus and objectives of the research; and (4) Making a final analysis.

Data collection, reduction, and presentation of data as well as drawing conclusions or verification interact with each other from the three components. The data analysis method in this research uses a qualitative approach. The research focuses on the effectiveness of electronic procurement of goods/services in Tidore Islands City.

## D. Results and Discussion

### Transparency and Accountability

Based on interviews supported by the availability of information, that transparency has been realised, namely by the existence of a tender schedule, until the determination of the winner of the tender can be known and the details of the tender along with the realisation of the budget are clearly visible and detailed on the LPSE website of Tidore Islands City which can be accessed on the government page, <http://lpse.tidorekota.org/eproc4/lelang#>. To find out the online registration of electronic procurement can be accessed on the government page, <http://lpse.tidorekota.org/eproc4/publik/mendaftaremail>.

Information on providers and the general public of electronic procurement can be accessed on the government page, <http://lpse.tidorekota.org/eproc/lelang/tahap/2676518>. The schedule of electronic procurement tenders for both suppliers and the general public can be accessed through the government page, <http://lpse.tidorekota.org/eproc4/lelang#>. The General Procurement Plan Information System (SIRUP) can be accessed through the government page, <https://sirup.lkpp.go.id/sirup/ro/rekap17/index/2019/KOTA>. The announcement of the winner of the electronic tender can be accessed through the page, <http://lpse.tidorekota.org/eproc/lelang/pemenang>. To find out information related to electronic procurement regulations can be accessed through the page, <http://lpse.tidorekota.org/eproc/regulas>. To find out the results of the tender evaluation can be accessed through the page, <http://lpse.tidorekota.org/eproc4/evaluasi/1255518/hasil>. To find out the participants who participated in the tender in a package can be accessed through the page, <http://lpse.tidorekota.org/eproc4/lelang/1255518/peserta>. To find out information on the winner of the procurement package electronically can be accessed through the page, <http://lpse.tidorekota.org/eproc4/evaluasi/1255518/pemenang>.

To conduct questions and answers, especially for goods/services providers who have difficulty participating in the tender process, you can do so through. <http://lpse.tidorekota.org/eproc/faqpage>.

All information on electronic tendering of goods/services in Tidore Islands City is already open to interested goods/services provider participants and to the general public, making it easier for the public and stakeholders to exercise control over government administration, especially in the field of public procurement, and can be accessed easily on the Tidore Islands City LPSE website on the page, <http://lpse.tidorekota.org/eproc/faqpage>.

The obstacles to the transparency and accountability of electronic procurement in Tidore City include first, the transmission of goods/services procurement from manual to electronic, namely the introduction of IT to procurement actors. The second obstacle is on the server where errors often occur when the electricity goes out. Ideally, if the power goes out there is a backup energy source available such as a generator. The third obstacle is the transmission of regulations from Presidential Regulation of the Republic of Indonesia Number 54 of 2010 [27] to Presidential Regulation of the Republic of Indonesia Number 16 of 2018 [2] and Presidential Regulation of the Republic of Indonesia Number 12 of 2021[3]. But this is starting to be resolved slowly with the socialisation, technical assistance, workshops that continue to be carried out by the government goods/services procurement work unit (UKPBJ) Tidore Islands City. And the fourth obstacle is the coordination between one procurement actor and another.

### Market Access and Fair Business Competition

Based on the information obtained, market access for electronic procurement has involved market players both around Tidore Islands City and from various parts of Indonesia. This means that fair business competition in electronic procurement of goods/services in Tidore Islands City can be said to be quite good because it provides equal opportunities for all providers for market access and fair business competition.

The obstacles known from the results of interviews and observations on market access and fair business competition include when the provider has not filled in the complete data required to participate in electronic procurement through the Provider Performance Information System (SIKAP) so that the provider will have difficulty in being able to enter the offer that has been announced through the Electronic Procurement Service (LPSE) website. The next obstacle is that after a change in regulation must be balanced with socialisation. From this, difficulties finally arose, because they had to adapt to the new goods/services procurement regulations.

### Procurement Process Efficiency Level

Based on information and data obtained in the field, electronic procurement has been implemented by the Tidore Islands City

Government since 2015 with the establishment of a Procurement Service Unit (ULP) attached to the Tidore Islands City Public Works Office. Prior to 2015, the procurement process of goods/services of the Tidore Islands Government still used conventional auctions and was not yet electronic-based so that the procurement of goods/services was still very prone to fraud, collusion, and even corruption, because the details of the budget could not be known or monitored by the public and other stakeholders, and the procurement process took a long time.

After electronic procurement has been implemented since 2018, the procurement of goods/services has increased efficiency seen from the budget ceiling. The budget ceiling in 2016 was 116,486,086,714 billion rupiah with a budget ceiling efficiency value of 3,518,694,599 billion rupiah or 3.02%. In 2017 there was a decrease in the budget ceiling to 75,593,610,907 billion rupiah and UKPBJ could make budget efficiency with a value of 1,326,061,407 billion rupiah or an efficiency of 1.75%. In 2018 there was an increase in the budget ceiling from 2017 to 133,447,242,292 billion rupiah, and there was a budget efficiency of 2,443,898,620 billion rupiah or 1.83%. And finally, in 2019 there was an increase in the budget ceiling from 2018. The 2019 budget ceiling was 154,637,548,198 billion rupiah and efficiency occurred by 1,941,482,347 billion rupiah or 1.26%. The amount of efficiency that occurs is influenced by the ability of human resources in this case the working group (POKJA) to clarify and negotiate technical and job prices to providers who are determined as potential winners.

There has been an increase in the efficiency of the total budget, but there are still failed tenders in 2018 as many as 6 procurement packages with a value of 5,960,000,000 billion rupiah. The failure of the tender package can result in a lack of efficiency in the procurement of goods/services. Tenders that can usually be completed with 100% but in 2018 can only be completed by 95.02% while in 2019 tenders can be completed with the specified amount and time. The existence of failed tenders means that there are still problems in it because it does not achieve one of the objectives of e-procurement, namely increasing the efficiency of the procurement process of goods/services because tenders cannot be processed with the target time and amount that has been determined.

The obstacles found related to the level of efficiency of the electronic procurement process for goods/services include delays in inputting the general procurement plan (RUP). The obstacle is due to regional apparatus organisations (OPD) that are late in entering the RUP and uploading in the general procurement planning system (SIRUP), so that the time is delayed. If the SIRUP is uploaded on time in December, then in January it can be opened and followed by providers. This obstacle is certainly related to the ability of human resources for goods/services managers who are still considered less professional. For this reason, a local government strategy is needed to overcome these obstacles.

### Monitoring and Audit Process

The evaluation monitoring process on the implementation of electronic procurement of goods/services is carried out by visiting the government goods/services procurement work unit (UKPBJ) directly by conducting forensic tests, namely examining tender packages that are considered suspicious. This audit process is carried out by the Government Internal Supervisory Apparatus (APIP) consisting of the Financial and Development Supervisory Agency (BPKP-RI) and the Inspectorate of Tidore Islands City accompanied by law enforcement officers (APH). So far, the monitoring and audit process has run smoothly and if there are suspected irregularities, it is followed up with legal process.

The audit facility in e-procurement will ensure the adequacy of internal control in the e-procurement system and also ensure that the procurement process is in accordance with applicable policies and procedures. The audit system in the e-procurement application is an embodiment of the e-Audit concept.

The obstacles encountered in the monitoring and audit process in this electronic implementation are in direct procurement, because although the process can be seen in the Electronic Procurement Service (LPSE) system, but in determining the provider who will carry out the work is still done manually, and this is where criticism arises from certain parties such as from non-governmental organisations (NGOs) engaged in corruption prevention activities.

### The need for real-time access to information

Information about the procurement of goods/services electronically in Tidore Islands City available on the LPSE website is always updated whenever there are changes because from the information obtained that the online server for 24 hours continues to work every day. Administrative operators at the Electronic Procurement Service (LPSE) can be contacted at any time if the provider feels difficulties, or there is a disturbance, or for system maintenance. The network access used already uses a Voice Over Internet Provider (VO-IP) network with a large enough bandwidth of up to 150 Mbps. The e-procurement service providers have been able to overcome when there are problems with e-procurement networks, one of which is by providing information to the provider.

Therefore, the goal of electronic procurement of goods/services in Tidore Islands City to fulfill the need for real-time access to information has been achieved. It is shown that with e-procurement, information about the procurement of goods/services can be obtained whenever the information is needed, and there is no need to wait for later. Any party can easily access it at any time through the internet media.

Electronic procurement has also impacted the interaction between providers of goods and services and the government. Whereas in the past, suppliers would often visit government agencies in each sector and approach the relevant parties to get information about procurement opportunities, this information is now available in the system.

The obstacle encountered in relation to the need for real-time access to information is that when a power outage occurs the admin operator at the Electronic Procurement Service (LPSE) immediately provides repairs and the handling is fast, although this disturbance is still a fairly complicated problem because the government goods/services procurement work unit (UKPBJ) does not yet have a generator as an alternative in the event of a power outage so that if there is an outage the electricity cannot be turned on immediately and must wait for the next day. The solution is to change the tender schedule submitted by the government goods/services procurement work unit (UKPBJ) if changes are needed.

## E. Conclusion

The implementation of the e-procurement system in the procurement of goods/services in Tidore Islands City is in accordance with Presidential Regulation of the Republic of Indonesia Number 12 of 2021[3] along with its amendments and derivative regulations on government procurement of goods/services. Analysis of the implementation of this electronic procurement system starts from analysing procedures, related functions, to handling information and documents in the e-procurement system.

The effectiveness of electronic procurement of government goods/services in Tidore Islands City is generally effective as measured by effectiveness indicators: transparency and accountability; market access and fair business competition; the level of efficiency of the procurement process; the monitoring and audit process; the need for real-time access to information.

The effectiveness of electronic procurement is supported by several supporting factors, namely, firstly the availability of the government goods/services procurement work unit (UKPBJ) infrastructure, namely the service building, service room, negotiation room, verification room, registration room, and server room. Second, the completeness of the government goods/services procurement work unit (UKPBJ) hardware, including computers, laptops, scanners, printers, wifi/access points, cabinets, filing cabinets, tables, chairs, air conditioners, registration sheets, and verification sheets. Also, the availability of the Electronic Procurement Service (LPSE) software, namely the server operating system and internet network (SPSE 4.3). Third, the completeness of human resources in the government procurement work unit (UKPBJ) is sufficient as many as 12 people and is supported by the ability of human resources to run and master microsoft office and technology and information. Fourth, the government goods/services procurement work unit (UKPBJ) has human resources who are certified in the expertise of government goods/services as an obligation that must be fulfilled according to the demands of the Presidential Regulation, and there are human resources who have also become trainers of training in the procurement of goods/services that have been certified by the Government Procurement Agency (LKPP-RI).

Although in general electronic procurement has been effective, there are still several aspects that become obstacles, including there are still delays in uploading documents on the

the Electronic Procurement Service (LPSE) website from several regional apparatus organisations (OPD) so that there are delays in announcing the general procurement plan (RUP); there are human errors that cause auction failures or removal of tenders from the Electronic Procurement Service (LPSE) website due to errors; servers that are sometimes disrupted due to power outages that interfere with providers of goods/services to get information, especially towards the deadline for uploading documents for goods/services; and the potential for fraud because procurement packages carried out by direct procurement cannot be monitored because they are still done manually. fraud, because procurement packages carried out by direct procurement cannot be monitored because they are still done manually. Therefore, some suggestions are needed for the improvement of the electronic procurement system in the future, including.

The government goods/services procurement work unit (UKPBJ) needs to minimise the potential for human error, by ensuring that all bidders must understand all the tender requirements needed, and improve server capacity and quality, including the provision of electric generators so that in any condition the Electronic Procurement System (SPSE) service remains stable. This is done to mitigate potential for tender failure and the availability of information that can be accessed at any time. The government goods/services procurement work unit (UKPBJ) must also be authorised to have the task and function of monitoring and evaluation, especially for procurement carried out by direct procurement.

## F. Acknowledgments

The author would like to thank the Research and Community Service Institute (LP2M) of Khairun University (Prof. Muhammad Irfan Koda, SPI., MSi) for allocating the cost of this research through the Postgraduate Programme of Khairun University (Prof. AbdylWahab Hasyim, SE., MSi). Thanks also to the government of Tidore Islands City, more specifically the Head of the Government Procurement Policy Unit (UKPBJ) of Tidore Islands City, Mr Abdul Wahid Saraha, S.I.P., MH, CPSp who has given the author the opportunity to conduct this research.

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