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## FACTORS AFFECTING THE PERFORMANCE OF PROCUREMENT ACTORS IN THE GOODS/SERVICE PROCUREMENT WORK UNIT OF MAGETAN DISTRICT

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### ABSTRACT

UKPBJ as a work unit in the Regional Government which is the center of excellence for Goods/Services Procurement has the task of monitoring and evaluating the implementation of goods/services procurement. The results of monitoring the implementation of e-purchasing from 2022, 2023, to June 2024 are 9%, 15%, and 8%. Meanwhile, the results of monitoring the realization of PDN from 2022, 2023, to June 2024 are 51%, 56% and 27%. The monitoring results still do not meet the applicable regulations where the e-purchasing value is at least 30% of procurement expenditure and the use of domestic products is still below 60%.

This research aims to determine the factors that influence the performance of procurement actors in carrying out the process of procuring goods and services and analyzing appropriate strategies to improve the performance of procurement actors so that they can realize the Minimum Good Procurement Governance Index in Magetan Regency.

The location of this research is UKPBJ Magetan Regency, with primary data sources from IAPI procurement practitioners, Intermediate Expert Goods/Services Procurement Management Functions and Business Actors, while primary data sources are taken from circulars, appeals and goods/services procurement reports. To obtain data that is relevant to the research objectives, researchers collected research data using documentation, interviews and observation methods. To check the validity of the data, researchers used source triangulation and technical triangulation methods. The data that has been obtained is then reduced, presented in the form of a report and conclusions are drawn.

From the results of this research, it is known that the factors that influence the performance of procurement actors are policy, competence, innovation, office facilities, work environment and application performance. Meanwhile, efforts made to improve the performance of procurement actors include conducting employee performance assessments, evaluating the implementation of procurement of goods/services, conducting community satisfaction surveys, improving application performance, increasing the capacity of procurement actors and adding Local Catalog display cases.

**Keywords:** Performance, Procurement Actors, Procurement, Goods/Services, UKPBJ.

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### I. INTRODUCTION

Based on Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Government Goods / Services Procurement, the Goods / Services Procurement Work Unit, hereinafter abbreviated as UKPBJ, is a work unit in the Ministry / Institution / Regional Government which is the center of excellence for Goods / Services Procurement. The Organizational Structure of the UKPBJ of Magetan Regency in accordance with Magetan Regent Regulation Number 71 of 2020 consists of a Head of Section who oversees the Functional Officials of Goods/Services Procurement and 3 (three) Sub-Coordinators, among others:

1. Sub-Coordinator of Goods and Services Procurement Management
2. Sub Coordinator of Electronic Procurement Service Management
3. Sub-Coordinator of Goods and Services Procurement Guidance and Advocacy

Based on Magetan Regent Regulation Number 45 of 2021 concerning the Establishment of Goods/Services Procurement Work Unit, UKPBJ has the task of organizing Goods/Services Procurement support in the Regional Government. In order to carry out its duties, UKPBJ has the following functions:

- A. Management of goods/services procurement;
- B. Management of electronic procurement services;
- C. Guidance and advocacy of goods/services procurement;
- D. Implementation of assistance, consultation and/or
- E. Technical guidance on goods/services procurement; and
- F. Implementation of other tasks assigned by the regent related to its duties and functions.

The implementation of the goods/services procurement management function includes:

- A. Inventory of goods/services procurement packages;
- B. Conducting research and analysis of the goods/services market;
- C. Preparation of goods/services procurement strategies;
- D. Preparation and management of selection documents along with other supporting documents and information needed;
- E. The implementation of the selection of goods / services providers;
- F. Preparation and management of local/sectoral electronic catalogs;
- G. Monitoring and evaluating the implementation of public goods/services procurement; and/or
- H. Preparation of planning and management of goods/services procurement contracts.

The implementation of the electronic procurement service management function includes:

- A. Management of all information, goods/services procurement information systems, and infrastructure;
- B. Implementation of registration and verification of users of all goods/services procurement information systems; and
- C. Development of information systems needed by stakeholders.

Implementation of the function of fostering Human Resources and Institutionalization of Goods / Services procurement includes:

- A. Fostering human resources in ukpbj;
- B. Fostering the actors of public goods/services procurement;
- C. Institutional management of ukpbj, at least consisting of
- D. Managing and measuring the maturity level of ukpbj,
- E. Implementation of workload analysis, personnel management and incentive system development;
- F. Management and measurement of public procurement performance;
- G. Management of public procurement knowledge management; and/or
- H. Fostering relationships with stakeholders.

The implementation of the function of assistance, consultation and / or technical guidance on the procurement of goods / services includes technical guidance, assistance, and / or consultation related to:

- A. The process of public procurement of goods/services in regional and village governments;
- B. The use of all public procurement information systems, at least consisting of sirup, spse, e-catalog, e-money, sikap; and/or
- C. Legal substance in the field of goods/services procurement.

UKPBJ and Functional Officials of Goods/Services Procurement are procurement actors. Functional Officials of Goods/Services Procurement serve as Selection Working Groups and Procurement Officers assigned to help provide support for Goods/Services Procurement in 46 Work Units in Magetan Regency. The task refers to Magetan Regent Regulation Number 45 of 2021 concerning the Establishment of Goods / Services Procurement Work Unit.

Through the Circular Letter of the Head of the Government Procurement Policy Agency of the Republic of Indonesia Number 3 of 2023 concerning Affirmation of Domestic Product Expenditures and Products of Micro, Small and Cooperative Enterprises Number 5 point (a), the Regional Head is required to increase the number of Local Electronic Catalog storefronts by displaying all goods/services needs in the work unit/regional apparatus.

During 2022-2023, UKPBJ Magetan Regency has 34 storefronts consisting of 20 storefronts displayed by LKPP and 14 storefronts displayed at the initiative of UKPBJ Magetan Regency. The list of storefronts that have been published in the Magetan Regency Local Catalog can be seen on the page.

<https://e-katalog.lkpp.go.id/katalog/komoditas-kldi/D165>.

Based on the Circular Letter of the Head of the Government Procurement Policy Agency of the Republic of Indonesia Number 3 of 2023 concerning Affirmation of Shopping for Domestic Products and Products of Micro, Small and Cooperative Enterprises Number 5 point (c), instructs the Authorized Budget User / Commitment Making Officer / Procurement Officer to select providers with the following order / priority:

- a) The implementation of goods/services procurement is carried out through the E-purchasing selection method; and
- b) In the event that the goods/services required are not available in the Electronic Catalog, a selection method other than E-purchasing shall be used.

The e-purchasing selection method is one of the provider selection methods carried out by utilizing the LKPP Electronic Catalog (<https://e-katalog.lkpp.go.id/>) where the process is faster, prices are transparent and produce transaction accountability.

Based on Presidential Regulation Number 12 of 2021, the Electronic Catalog is an electronic information system that contains lists, types, technical specifications, Domestic Component Level (TKDN), domestic products, Indonesian National Standard (SNI) products, green industry products, country of origin, prices, Providers, and other information related to goods / services.

Furthermore, in the Circular Letter of the Head of the Government Procurement Policy Agency of the Republic of Indonesia Number 3 of 2023 concerning Affirmation of Shopping for Domestic Products and Products of Micro, Small and Cooperative Enterprises Number 5 point (c), to increase the use of domestic products and products of Micro, Small and Cooperative Enterprises, the Regional Head sets the value of E-purchasing transactions at least 30% (thirty percent) of the total value of procurement spending.

Previously, the Magetan Regency Goods and Services Procurement Section had issued Circular Letter Number 027/406/402.021/2022 dated March 29, 2022 concerning Priority Use of Domestic Products and Products of Micro, Small and Cooperative Enterprises in the procurement of government goods and services through the Jatim Bejo Online Store and Local Catalog, Appeal Letter of the Regional Secretary Number 530/1489/403/115/2022 dated July 11, 2022 concerning Optimization of Shopping through the Local Electronic Catalog and Appeal Letter of the Regional Secretary Number 050/293/403. 023/2022 dated 7 November 2022 Regarding the Implementation of E-purchasing in the Electronic Catalog to maximize the selection of goods / services providers through the e-purchasing method.

In order to maximize the use of the Electronic Catalog, UKPBJ Magetan Regency also formed a Monitoring and Evaluation Team for the Use of Electronic Catalogs in OPDs that have not made transactions. However, based on the results of the e-purchasing implementation monitoring report obtained from <https://lkpp.bigbox.co.id/>, the percentage of e-purchasing that has not met the minimum e-purchasing transaction value of at least 30% (thirty percent) of the total procurement expenditure value in accordance with the Circular of the Head of the Government Goods / Services Procurement Policy Agency of the Republic of Indonesia Number 3 of 2023.

**Table 1:** Percentage of e-Purchasing Realization

Year	Procurement ceiling	Realisasi e-Purchasing	% e-Purchasing
2022	835,842,012,695	76,712,591,397	0.09
2023	830,434,715,440	125,228,875,770	0.15
Maret 2024	680,390,886,726	37,783,708,526	0.05

In addition to the problems described above, the Directorate of PTPEP LKPP noted that the total value of the Magetan Regency PBJ contract in 2022 was only 39%, the value of the PDN contract was 55% and the value of the MSE contract was 51% of the RUP ceiling recorded in the procurement system.

Previously, UKPBJ Magetan Regency had issued an Appeal Letter for SPSE Users dated December 19, 2022, which urged PPK to complete e-contracts in the SPSE application and e-purchasing packages in the Local Catalog. The Ministry of Home Affairs of the Republic of Indonesia issued a letter regarding the Evaluation of the Realization of Domestic Product Expenditures of Local Governments in 2023 dated February 2, 2024, the contents of which were that the realization of PDN expenditures of the Magetan Regency Regional Government was still below 60% with the following details:

**Table 2:** Realization of PDN against 2023 Commitment

Local Government	PDN Commitment Value (Rp, trillion)	Realized Value (Rp, Trillion)	%PDN Realization of Commitment (%)
Kabupaten Magetan	0,56	0,32	56,95

Previously, UKPBJ Magetan Regency had issued a letter from the Regional Secretary Number 00.3.6/341/403.023/2023 concerning Appeals for SPSE Users dated December 1, 2023. The contents of the letter include appeals consisting of:

- All provider selection processes in the SPSE application, both Tender and Direct procurement, whose contract period has expired, should input e-contracts and assess provider performance. In inputting e-contracts, Commitment Making Officials are expected to pay attention to the value of the use of Domestic Products (PDN).
- E-purchasing packages that have been handed over and paid should be completed immediately until the provider rating is given by the Commitment Making Officer. E-purchasing packages that are canceled or not implemented should be immediately canceled using the Commitment Making Officer's account.
- The Commitment Making Officer must record direct expenditures that are not processed through SPSE and the Local Catalog in the Non-Tender Recording menu or SPSE Self-Management Recording.

Furthermore, in order to monitor and evaluate the implementation of the procurement of goods and services, UKPBJ Magetan organizes quarterly monitoring and evaluation aimed at monitoring and evaluating the implementation of PBJ, filling in the realization of PDN and UMK in the SPSE application, and completing E-Purchasing package transactions.

Although UKPBJ Magetan Regency has issued an appeal letter and has conducted quarterly monitoring and evaluation, the realization of PDN in 2022 and 2023 is still below 60% of the PDN commitment.

Based on the problems described above and considering the importance of the performance of procurement actors in realizing the Minimum Good Procurement Governance Index according to the Circular Letter of the Head of LKPP Number 4 of 2021 according to the principles of procurement, the authors are interested in conducting research on "Factors Affecting the Performance of Procurement Actors in the Magetan Regency Goods and Services Procurement Work Unit".

The purpose of this research is to answer and analyze the various questions listed in the problem formulation. The objectives of this research are as follows:

- To analyze the factors that affect the performance of Procurement Actors in the UKPBJ Magetan Regency.
- To analyze the right strategy in improving the performance of Procurement Actors in UKPBJ Magetan Regency.

## II. METHODOLOGY

This research uses an analytical descriptive approach. Researchers intend to determine the effect of policies, leadership styles, competence of procurement actors and work initiatives on the performance of procurement actors in the Magetan Regency Goods / Services Procurement Work Unit. The subject of this research is the Circular of the Head of the Public Procurement Policy Agency of the Republic of Indonesia Number 3 of 2023 concerning Affirmation of Shopping for Domestic Products and Products of Micro, Small and Cooperative Enterprises. While the object is the Procurement Actors in the Magetan Regency Goods/Services Procurement Work Unit. Researchers sought to explore data in the form of respondents/informants' views in the form of detailed stories and data from observations in the field related to the implementation of the Circular of the Head of the Government Procurement Policy Agency of the Republic of Indonesia Number 3 of 2023 concerning Affirmation of Shopping for Domestic Products and Products of Micro, Small and Cooperative Enterprises in Magetan Regency.

Primary data is a data source that comes from the main object under study. Primary data comes from the Head of the Goods / Services Procurement Work Unit, the Goods / Services Procurement Functional Officer and the Magetan Regency Electronic Procurement Service Team.

In this research, the author used credibility test to obtain data validity using triangulation method. This research uses descriptive qualitative data analysis techniques consisting of in-depth exploration and data collection stages and analysis while in the field using observation methods.

### III. ANALYSIS RESULTS

#### 3.1. Research Stages

At the analysis stage, researchers conducted interviews, collected supporting data and analyzed the data. In order for this research to obtain accurate data from trusted data sources, researchers conducted interviews with 3 procurement actors with different backgrounds at UKPBJ Magetan Regency in May.

**Table 3:** List of Informants

No	Informant Name	Gender Type	Description
1.	Dyah Muharini, S.STP, M.Si	Female	Goods / Services Procurement Practitioner at IAPI DPD East Java
2.	Iskandar Hadi S, S.T	Male	Functional Intermediate Expert of UKPBJ Magetan Regency
3.	CV. Cipta Aneka Konstruksi	Male	Construction Business Actors in Magetan District Local Catalog

The analysis in this study focuses on the formulation of the problem, namely:

1. What factors affect the performance of procurement actors in UKPBJ Magetan Regency?
2. How is the strategy carried out to improve the performance of procurement actors in UKPBJ Magetan Regency?

Furthermore, the research was conducted using the following stages:

1. Visit the UKPBJ of Magetan Regency.
2. Conducting interviews with Mrs. Dyah Muharini, S.STP, M.Si, recording the results of interviews and making video documentation.
3. Conducting an interview with Mr. Iskandar Hadi Subargo, S.T as Functional PBJ Intermediate Expert of UKPBJ Magetan Regency, recording the results of the interview and making video documentation.
4. Conducting interviews with business actors CV. CIPTA ANEKA KONSTRUKSI, recording the results of interviews and making video documentation.
5. Collecting goods / services procurement documents consisting of circulars, appeal letters, meeting minutes, official notes on the implementation of goods / services procurement, reports on the results of evaluation and monitoring of goods / services procurement, and reports on guidance and advocacy on procurement actors in Magetan Regency.
6. Observing the utilization of infrastructure and working environment conditions in the UKPBJ Section of Magetan Regency.
7. Conducting credibility tests to obtain data validity using the triangulation method as follows:
  - a. Source triangulation: conducted by analyzing information that has been collected from several sources.
  - b. Technical triangulation: done by checking information from interviews and comparing it with the results of observations and documentation.
8. Analyze the information that has been obtained from interviews, documentation and observations using the following data analysis techniques:
  - a. Data Reduction: done by simplifying, grouping, and sorting data so that it can produce meaningful information.



b. Data Presentation: the data that has been grouped is then arranged systematically and presented in the form of narratives, tables, and pictures in the report so that it is easy to understand.

Drawing Conclusions: done by looking for relationships and influences from the supporting data and the results of data presentation while still referring to the formulation of the problem so that it can produce conclusions from the problems studied.

**3.2. Research Results**

**3.2.1. Factors affecting the performance of Procurement Actors in UKPBJ Magetan Regency**

**3.2.1.1. Source Triangulation**

Source triangulation is done by checking the data that has been obtained from various data sources from interviews. The results of interviews on factors affecting performance are in table 2 below.

**Table 4:** Interview Results of Factors Affecting Performance

Interview Questions	Informant			Conclusion
	1	2	3	
What factors influence the performance of Procurement Actors in UKPBJ Magetan Regency?	Government Policy, Innovation, Competence	Competence, Work Environment, Office Facilities	Application Performance, Competency,	Government Policy, Application Performance, Innovation, Competence, Work Environment

**3.2.1.2. Triangulation Technique**

**1. Working Facilities**

The working facilities available at UKPBJ Magetan Regency are used for employees within the scope of UKPBJ Magetan Regency and procurement actors who come to conduct consultations.

**Table 5:** List of Office Facilities

No.	Facilities	Total
1.	Computer	35
2.	Laptop	30
3.	Printer	13
4.	Scanner	5
5.	AC	7
6.	Projector	2
7.	TV	4
8.	WIFI	150 Mbps

**2. Work Environment**

Based on the observations of researchers, the factor that affects employee performance at UKPBJ Magetan Regency is a harmonious work environment. This can be seen in the working relationship between employees who are very good and can work together well. A clean work environment also makes employees comfortable at work.

**3. Government Policy**

Government policies related to the use of Local Catalogs and Online Stores have been established through Regent Circular Letter Number 027/406/402.021/2022 dated March 29, 2022 concerning Priority Use of Domestic Products and Products of Micro, Small and Cooperative Enterprises in the procurement of government goods and services through the Jatim Bejo Online Store and Local Catalogs.

Furthermore, UKPBJ Magetan collaborated with the Department of Industry and Trade and the Department of Cooperatives, Small and Medium Enterprises to urge business actors to register with the Local Catalog through the Regional Secretary's Appeal Letter Number 530/1489/403.115/2022 dated July 11, 2022 concerning Optimization of Shopping through the Local Electronic Catalog.

After Business Actors registered with the Local Electronic Catalog, the UKPBJ of Magetan Regency issued an Appeal Letter of the Regional Secretary Number 050/293/403.023/2022 dated November 7, 2022 concerning the Implementation of E-purchasing in the Electronic Catalog. The letter urges OPDs to use the e-purchasing method in carrying out the procurement of goods/services.

In 2023, UKPBJ Magetan Regency again issued an Appeal Letter to the Regional Secretary Number 164/403.023/2023 dated April 11, 2023 Regarding Affirmation of Domestic Product Expenditures and Micro, Small and Cooperative Business Products Through E-Purchasing, the letter aims to increase the use of domestic products by prioritizing the use of Electronic Catalogs in the implementation of goods / services procurement.

Based on the observation above, it is known that in 2022, the use of Electronic Catalogs is still not optimal. In 2023, UKPBJ Magetan Regency added 14 storefronts according to Table 1.2. The addition of these storefronts increased the utilization of the Electronic Catalog even though it did not meet 30% of the ceiling for procurement of goods/services.

#### 4. Procurement Application Performance

LKPP has implemented e-Procurement in goods/services procurement activities through the use of communication and information technology facilities including SiRUP, SPSE, SIKaP, and Local Catalog.

a. SiRUP (<https://sirup.lkpp.go.id/sirup/loginctr/index>)

Sistem Informasi Rencana Umum Pengadaan (SiRUP) is an application used to announce the general plan for procurement of work units in the current year or in the coming year. SiRUP must be announced before March 31 of the current fiscal year. In 2023, there were 46 OPDs registered in the SiRUP application. In 2024, a new OPD list was formed for sub OPDs so that the total OPDs registered in the SiRUP application were 117 OPDs.

Previously, the Administration and Development Section had issued a 2024 APBD Implementation Letter Number FY 2024 APBD Implementation Date December 27, 2023 which required all OPDs to input their RUPs before January 31, 2024 with the consequence of delaying the TPP. However, based on the results of monitoring carried out by the Magetan Regency SiRUP Team which has been reported in the Magetan Regent's Memorandum of Office Number 00.3.6/6/403.023/2024 Regarding the Report on the Recapitulation of the General Procurement Plan (RUP) Announced in Magetan Regency for Fiscal Year 2024 on January 31, 2024, there are 20 OPDs that have not announced their RUP correctly with the main problem of technical constraints in the SiRUP application such as the following:

- 1) there are differences in the Budget Ceiling between sirup and data from SIPD;
- 2) there are differences in details between sirup and data from SIPD;
- 3) there are some features that do not work; and
- 4) the page cannot be accessed.

The impact of the unannounced RUP is the delay in the planning process for the procurement of goods/services.

b. SPSE (<https://lpse.magetan.go.id/eproc4>).

Layanan Pengadaan Secara Elektronik (LPSE) is an information technology management service to facilitate the implementation of electronic Procurement of Goods/Services. The Goods/Services Procurement Work Unit (UKPBJ) at Ministries/Institutions/Regional Apparatus (M/L/RD) that do not have an LPSE can use the LPSE facility closest to its location to carry out electronic Procurement of Goods/Services. In addition to facilitating UKPBJ in carrying out Procurement of Goods/Services electronically, LPSE also serves the registration of new Business Actors domiciled in the relevant LPSE working area. The Magetan Regency SPSE server is managed by the Communication and Information Office of Magetan Regency.

In using SPSE to process goods / services procurement, procurement actors admit that they often find errors when accessing certain features. After checking the error is caused by a version update at the Central LPSE which causes some old features to be unusable.

When the Head of UKPBJ received a report from the PBJ Functional Official, the Head of UKPBJ asked the LPSE sub coordinator to make a request for an update to the LPSE version. This time-consuming process can result in delays in the procurement process from the predetermined schedule. In addition, the PBJ Functional Official must also repeat the steps in processing the procurement of goods/services.

c. Local Catalog (<https://e-katalog.lkpp.go.id/>)

The Local Electronic Catalog is an Electronic Catalog compiled and managed by the Regional Government. Electronic catalogs (e-catalogs) along with the E-Purchasing process are one of the efforts to realize the objectives of goods / services procurement, namely increasing the participation of micro businesses, small businesses, and cooperatives.

Electronic Catalogs often experience errors such as procurement actors cannot log in, the website cannot be accessed and errors that result in the inability of procurement to be processed through the Catalog. This forces Procurement Actors to make direct purchases and these direct purchases are usually not recorded in the system so that they are less transparent and result in quite a difference between the procurement ceiling and the realization of procurement..

d. SIKaP (<https://sikap.lkpp.go.id/>)

SiKAP or what is also commonly called Vendor Management System (VMS) is a subsystem of the Electronic Procurement System used to manage data/information regarding the performance history and qualification data of goods/services providers developed by LKPP.

UKPBJ Magetan Regency has the task of providing advice, opinions, recommendations in solving other problems in the field of public procurement. Based on existing problems, there are Procurement Human Resources at OPD and business actors who consult on procurement applications consisting of SPSE, SiRUP, Local Catalog and SIKaP.

### 5. Competence of Procurement Actors

Before processing the procurement of goods / services, PBJ Functional Officials are required to have a Basic Goods and Services Procurement Certificate or a Level 1 Government PBJ Certificate. The following is a list of functional officials for goods / services procurement in Magetan Regency.

**Table 6:** List of JF PPBJ of UKPBJ Magetan Regency

No	Name	Position	PPBJ Certificate
1.	Iskandar Hadi Subargo, S.T	Fungsional PPBJ Ahli Madya	Available
2.	Agus Darsono, S.T	Fungsional PPBJ Ahli Madya	Available
3.	Heni Setijarini, S.Farm	Fungsional PPBJ Ahli Madya	Available
4.	Fortian Andhika C, S.Km	Fungsional PPBJ Ahli Muda	Available
5.	Umiatun, S.TP	Fungsional PPBJ Ahli Muda	Available
6.	Yudi Ipta Primantoro, S.T	Fungsional PPBJ Ahli Muda	Available
7.	Trie Yudono, S.T	Fungsional PPBJ Ahli Muda	Available
8.	Himawan Setyowibowo, S.P	Fungsional PPBJ Ahli Muda	Available
9.	Sucipto, S.H	Fungsional PPBJ Ahli Muda	Available
10.	Ani Nur Handayani, S.T	Fungsional PPBJ Ahli Pertama	Available
11.	Anita Kusuma Putri, S.E	Fungsional PPBJ Ahli Pertama	None
12.	Desi Andriyani, S.E	Fungsional PPBJ Ahli Pertama	None
13.	Ella Suci Rachmawati, S.T	Fungsional PPBJ Ahli Pertama	Available
14.	Evi Restu Kusumaningsih, S.Ak	Fungsional PPBJ Ahli Pertama	None
15.	Farida Wahyu Prasetyani, S.T	Fungsional PPBJ Ahli Pertama	Available
16.	Firdha Afsari Putri, S.Si	Fungsional PPBJ Ahli Pertama	Available



No	Name	Position	PPBJ Certificate
17.	Gemilang Vino Cahya, S.Sos	Fungsional PPBJ Ahli Pertama	None
18.	Indra Saputra, S.E	Fungsional PPBJ Ahli Pertama	None
19.	Nuke Rizka Wardhani, S.E	Fungsional PPBJ Ahli Pertama	Available
20.	Putri Wika Agustia, S.E	Fungsional PPBJ Ahli Pertama	None
21.	Titis Pramesti W, S.Kom	Fungsional PPBJ Ahli Pertama	None
22.	Wahyu Kartika Dewi, S.E	Fungsional PPBJ Ahli Pertama	None

Procurement is an integral part of an organization's governance, both in the public and private sectors. To ensure that the procurement process runs efficiently, effectively, and in accordance with established standards, competency certification for commitment-making officials (PPK), selection working groups and procurement officials (PP) is a major concern.

**6. Innovation**

UKPBJ Magetan Regency has 3 innovations that are used to improve the quality of performance of procurement actors. These innovations include:

a. PAMELO.

PAMELO stands for Pelayanan Pengadaan Barang Dan Jasa Melalui Elektronik. Pamelos is an application used to check pre-tender documents which were previously sent offline, now the documents are uploaded to the PAMELO application. PAMELO can be accessed at <https://pamelos.magetan.go.id/Inovasi> PAMELO telah ditetapkan pada Surat Keputusan Bupati Magetan Nomor 188/113/Kept/403.013/2022 Tentang Inovasi Pelayanan Pengadaan Barang Dan Jasa Melalui Elektronik Magetan..

b. FOKUS BANGSA.

FOKUS BANGSA stands for Forum Komunikasi dan Informasi Pengadaan Barang dan Jasa. FOCUS BANGSA is the commitment of UKPBJ Magetan Regency in increasing the capacity of actors in the procurement of goods and services. FOKUS BANGSA is carried out online by utilizing the Zoom Meeting application. The FOKUS BANGSA innovation has been stipulated in the Decree of the Regional Secretary Number 188/SEKDA/20/Kept/403.103/2021 concerning Innovations in Communication and Information Forms for Procurement of Goods and Services.

c. SINEMART.

SINEMART is a monitoring system for the implementation of goods / services procurement that is integrated with the SPSE application, Electronic Catalog and SiRUP. SINEMART can be accessed at <https://sinemart.magetan.go.id/>. SINEMART has been stipulated in Magetan Regent Decree Number 188/212/Kept/403.013/2022 Regarding Innovation of Integrated Procurement General Plan Monitoring Information System.

**3.2.2. Strategi untuk meningkatkan kinerja Pelaku Pengadaan di UKPBJ Kabupaten Magetan**

**3.2.2.1. Source Triangulation**

Source triangulation is done by checking the data that has been obtained from various data sources from interviews. The results of the performance appraisal strategy interview can be seen in the following table.

**Table 7:** Interview Results Performance Improvement Strategy

Interview Questions	Informant			Conclusion
	1	2	3	
What strategies can improve the performance of Procurement Actors in UKPBJ Magetan Regency?	Employee Performance Assessment, Technical Guidance and Socialization, Employee Performance Evaluation	Technical Guidance and Socialization Improvement, Application Performance	Storefront Addition, Improved Application Performance	Technical Guidance and Socialization, Storefront Addition, Application Performance Improvement, Innovation

**3.3.2.2. Triangulation Technique**

**1. Community Satisfaction Survey**

In improving service quality, goods and services procurement has an e-SKM (Community Satisfaction Survey) which can be accessed on the page <https://eskm.magetan.go.id/eskm/2887>. The service indicators assessed based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Preparing Community Satisfaction Surveys for Public Service Delivery Units consist of elements:

- a. Requirements. Requirements are conditions that must be met in managing a type of service, both technical and administrative requirements.
- b. Procedure. Procedures are standardized service procedures for service providers and recipients, including complaints.
- c. Service Time. Completion time is the period required to complete the entire service process of each type of service.
- d. Fees/Tariffs. Fees / Tariffs are fees charged to service recipients in managing and / or obtaining services from organizers, the amount of which is determined based on an agreement between the organizer and the community.
- e. Service Product. Service type specification products are the results of services provided and received in accordance with predetermined provisions. This service product is the result of each service type specification.
- f. Executor Competence. Executor competence is the ability that must be possessed by the executor including knowledge, expertise, skills, and experience.
- g. Executor Behavior. Executor behavior is the attitude of the officer in providing services.
- h. Handling of Complaints, Suggestions and Feedback. Handling complaints, suggestions and input, is the procedure for implementing complaint handling and follow-up.
- i. Facilities and Infrastructure. Facilities are anything that can be used as a tool in achieving goals and objectives. Infrastructure is everything that is the main support for the implementation of a process (business, development, project). Facilities are used for moving objects (computers, machines) and infrastructure for immovable objects (buildings).

Based on the Survey results on e-SKM in 2023, a score of 88.35 with a Quality Score of A was obtained.

**Table 8:** Elements of e-SKM Assessment

No	Unsur Pelayanan	Rata-rata
U1	Persyaratan	3.33
U2	Prosedur	3.46
U3	Waktu Pelayanan	3.36
U4	Biaya/Tarif	3.92
U5	Produk Layanan	3.39
U6	Kompetensi Pelaksana	3.51
U7	Perilaku Pelaksana	3.47

U8	Penanganan Pengaduan, Saran dan Masukan	3.98
U9	Sarana dan Prasarana	3.41

**2. Employee Performance Assessment**

Employee Performance Assessment uses the BKN e-performance application. Referring to the Head of BKN Circular Number 11 of 2023, the e-performance application is an electronic-based application or sharing platform that contains stages of ASN employee performance management.

Performance Assessment is carried out based on work results and work behavior. Work results are evidenced by supporting data in accordance with the action plan that was set at the beginning of the year. Meanwhile, work behavior is based on BERAKHLAK (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

**3. Technical Guidance and Socialization**

Procurement competency certification greatly affects the performance of PPK, Pokja, and PP such as increased Knowledge and Skills, Increased Stakeholder Trust, Improved Quality of Procurement Decisions, Better Understanding of Procurement Laws, Process Efficiency and Better Risk Management, Increased Use of Technology in Procurement, Continuity of Learning and Self Improvement.

UKPBJ Magetan Regency continues to strive to increase the capacity of public procurement actors not only for procurement actors in UKPBJ Magetan Regency, but for all Commitment Making Officials and business actors in Magetan Regency. Capacity building is held in the form of technical guidance, socialization, focus group discussions, and risk mitigation.

In addition, UKPBJ Magetan Regency also actively participates in activities organized by LKPP online through MOOC (Massive Online Open Courses) which can be accessed on the page <https://elearning.lkpp.go.id/>.

**4. Evaluasi**

Evaluasi dilakukan terhadap pelaku pengadaan di UKPBJ Kabupaten Magetan dan hasil pelaksanaan pengadaan barang/jasa di Kabupaten Magetan. Evaluasi terhadap hasil pelaksanaan pengadaan barang/jasa diselenggarakan pada akhir tahun anggaran. Evaluasi tersebut meliputi pelaksanaan e-purchasing, daftar hitam pelaku usaha, kebijakan penggunaan Produk Dalam Negeri dan strategi pelaksanaan pengadaan barang/jasa. Evaluasi terhadap pelaksanaan pengadaan barang/jasa melibatkan Bagian Administrasi Pembangunan dan Inspektorat.

Selanjutnya adalah evaluasi kinerja pelaku pengadaan barang/jasa di UKPBJ Kabupaten Magetan melalui staff meeting yang dipimpin oleh Kepala UKPBJ Kabupaten Magetan. Evaluasi tersebut bertujuan untuk memantau proses pelaksanaan pengadaan barang/jasa serta pembinaan/pengarahannya untuk pelaku pengadaan. Staff meeting pada UKPBJ Kabupaten Magetan diselenggarakan setiap 2 minggu sekali.

**5. Application Performance Improvement**

The SPSE application is used as the entrance to the SiRUP and Electronic Catalog applications. In improving application performance, the Magetan Regency LPSE Team monitors information on the latest version of SPSE updates at <https://inaproc.id/aplikasi>. Every time there is a version update, the UKPBJ of Magetan Regency sends a Request Letter for SPSE Update sent to LKPP and a Request Letter for Opening SPSE Server Access to the Magetan Kominfi Agency.

**6. Innovation**

Currently, UKPBJ Magetan Regency continues to develop PAMELO innovations with the Magetan Regency Communication and Information Office. PAMELO version 2.0 is a form of innovation development with the addition of failed tender and re-tender features. In addition, SINEMART is also developed according to the needs of UKPBJ such as e-purchasing transaction monitoring features and tender monitoring features.

**7. Addition of Showcase**

Based on the researcher's observation of the General Procurement Plan (RUP) for Fiscal Year 2023 that has been announced by OPD in the SIRUP application (<https://sirup.lkpp.go.id/>) amounting to IDR 830,434, 715,440.

The RUP is grouped into 4 types of procurement with the following details:

- a. Goods: 250.543.315.976

b. Construction Work: 227.292.728.553

c. Other Services: 330.896.881.444

d. Consulting Services: 21.701.789.467

Based on the details above, it is known that the percentage of the RUP ceiling for construction work is 27% of the total ceiling for the procurement of goods and services. In 2023, construction work was processed using 4 methods, namely 56.61% tenders, 41.38% direct procurement, 0.72% e-purchasing, and 1.29% others (competitions and direct appointment. If construction work can be processed through e-purchasing, it is possible that the value of e-purchasing realization in Magetan Regency in 2024 can exceed 30% of the total ceiling of goods/services procurement expenditures.

For this reason, UKPBJ Magetan Regency initiated the addition of storefronts in the Magetan Regency Local Catalog to accommodate the type of procurement of construction work. UKPBJ Magetan Regency categorizes construction work into 6 categories of work based on proposals from the Magetan Regency Public Works and Spatial Planning Office as the authorized agency in the construction sector. The 6 categories of construction work are then displayed on the Magetan Regency Local Catalog storefront by the Magetan Regency Local Catalog Management Admin.

In reviewing the construction work storefront, UKPBJ Magetan Regency coordinated with the Public Works and Spatial Planning Office on March 30, 2023 and February 6, 2024.

The District UKPBJ also held a staff meeting to discuss the creation of a construction work showcase led by the Head of the Magetan District UKPBJ.

UKPBJ Magetan District also conducted a mock study visit related to Construction Works at the Procurement Bureau of Goods and Services of East Java Province, UKPBJ Banyuwangi District and UKPBJ Ponorogo District.

After coordinating and conducting a mock study visit, UKPBJ Magetan Regency obtained a reference to make a Decree on Storefront Review and Announcement of Storefront Registration for Magetan Regency business actors to be uploaded on the Local Electronic Catalog at the time of making the storefront.

In making storefronts in the Magetan Regency Local Catalog, the required documents are: Decree on Storefront Determination, Announcement of Business Registration and Local Catalog Team Decree.

These documents will be explained further in the Documentation section. In March 2024, UKPBJ Magetan Regency has added 6 construction work storefronts to the Magetan Regency Local Catalog. As of March 2024, there are 40 storefronts in the Magetan District Local Catalog.

#### IV. RESULT AND DISCUSSION

Based on the results of research that has been conducted by researchers through interviews, observation and documentation, it is found that the factors that influence the performance of procurement actors and the efforts made by UKPBJ Magetan Regency to improve the performance of procurement actors are.

##### 1. Work Facilities

Office facilities are one of the supports for ASN productivity. With adequate office facilities, it can support ASN in carrying out its work, fostering ideas, enthusiasm, motivation and innovation for ASN in work.

##### 2. Work Environment

With a positive work environment, it can have a positive influence on ASN, including:

- Creating motivation and enthusiasm in work so that ASN achievement and productivity increase.
- Reducing the level of ASN absenteeism because there is a feeling of discomfort between ASNs.
- ASN is not easily stressed because there are coworkers who can be invited to exchange ideas.
- Make ASN happy mood in doing their work so that they can achieve good work results.

A positive work environment can provide benefits not only for ASN but also for the organization, which in this study is UKPBJ Magetan Regency.

##### 3. Goods/Services Procurement Policy

With the policies issued by the Regional Government to regulate the process of implementing the procurement of goods/services through Electronic Catalogs and Online Stores, it is proven to increase the realization of e-purchasing transactions. In 2022, it is known that the realization of e-purchasing was 23,605,693,780, the transaction experienced a significant increase in 2023 of 65,610,089,223. However, the realization value has not

met 30% of the ceiling for the procurement of goods and services so that UKPBJ Magetan Regency issued an appeal letter so that OPD prioritizes the implementation of procurement of goods/services through the Electronic Catalog.

In addition to increasing transactions, the number of business actors and products displayed in the Electronic Catalog has also increased. This shows that the policy of using the Electronic Catalog indirectly has a positive impact on business actors. Procurement policies include preferences for local providers, supporting local economic growth and empowering businesses at the regional level..

#### **4. Competence of Procurement Actors**

The competence of Procurement Actors is needed in processing the procurement of goods/services. The use of a procurement application platform requires procurement actors to be able to use the application in accordance with applicable regulations. Capacity building of procurement actors, both procurement officials and business actors, continues to be pursued by UKPBJ Magetan Regency. Various socialization activities, technical guidance and pick-up ball registration of business actors have been carried out. UKPBJ Magetan Regency also opens consultation services for procurement actors who experience difficulties in processing the procurement of goods/services.

After participating in the competency training for the functional position of public procurement manager, the public procurement manager will get several benefits, including:

- a. Improve competence and skills in managing the procurement of government goods and services.
- b. Gain a better understanding of the duties and responsibilities in the procurement of government goods and services.
- c. Improve skills in project management and risk management.
- d. Gain a better understanding of ethics in public procurement.
- e. Improve integrity and professionalism in carrying out duties as a public procurement manager.
- f. Become more confident and effective in carrying out duties as a procurement manager.

#### **5. Procurement Application Performance**

The procurement application is a system designed by the Government Procurement Policy Agency to help manage and facilitate the procurement process of goods or services at Ministries/Institutions/Local Governments. Procurement applications are used to monitor all stages of the procurement process, from planning, vendor selection, bid submission, selection of auction winners, delivery of goods or services, contracts to provider performance assessments.

By utilizing procurement applications, it can increase efficiency and transparency in budget management and help reduce the risk of errors or fraud in the procurement of goods or services.

Procurement applications often experience maintenance and migration which causes the procurement process to be disrupted, so that the implementation of goods/services procurement is not recorded in the procurement system. Although LKPP has facilitated the Non-Tender Recording Feature in the SPSE application, many Commitment Making Officials do not take advantage of this feature so that many transactions are not recorded in the system. In addition, there is a delay in the process of procuring goods and services from the planned schedule in the SiRUP application.

#### **6. Employee Performance Appraisal**

Employee performance appraisals are used to measure employee performance achievements against the objectives of the UKPBJ Magetan Regency, so that they can be used for evaluation and future performance strategies.

With performance appraisal, it is able to increase the accountability of an employee to always develop and commit to improving performance problems and help employees to better understand their roles and responsibilities. Based on the results of the Performance Appraisal on BKN e-performance, all UKPBJ Magetan Regency staff obtained good performance achievements.

#### **7. Evaluation of the Implementation of Goods and Services Procurement**

Evaluation of the Implementation of Goods and Services Procurement is held at the end of the fiscal year, the things evaluated include the announcement of the RUP, the implementation of tenders, the implementation of PDN and UMK, the implementation of e-purchasing and strategies for the implementation of goods / services procurement in the following year.



Based on the evaluation results, there are problems in the implementation of goods/services procurement as follows:

- a. the implementation of activities is not in accordance with the planning schedule in the RUP.
- b. transactions in each local catalog storefront have not been maximized.
- c. monitoring of the procurement of goods and services cannot be done through lypse, because many PPKs have not filled out e-contracts and recorded them in LPSE. So that nationally the realization of the procurement of goods/services is not in accordance with the RUP).
- d. PPK has not conducted a provider performance assessment.
- e. There are PPK and Procurement Officers who do not yet have a certificate of competence.

Based on the existing problems, the strategies that can be taken for the implementation of goods and services procurement are

- a. provide assistance in planning work for OPDs until the handover of work.
- b. revising/adjusting the RUP when the implementation of activities is not in accordance with what is scheduled in the RUP.
- c. utilizing the local electronic catalog in all magetan district APBD expenditure transactions. OPD can propose additional storefronts to UKPBJ.
- d. monitoring the implementation of goods/services procurement using SINEMART.
- e. PPK is expected to routinely record in LPSE and input econtracts and also conduct provider performance assessments.
- f. PPK and PP from other personnel to take part in competency training both carried out by LKPP for free through the MOOC method and paid ones carried out by training institutions.

#### **8. Innovation**

With the PAMELO innovation at UKPBJ Magetan Regency, it is easier for OPD in the tender preparation stage. All preparation documents have been stored on the system.

### **V. CONCLUSION**

Based on the results of research conducted through interviews, observation, and documentation at UKPBJ Magetan Regency. It is concluded that the performance of procurement actors is influenced by several factors, namely policy, competence, innovation, office facilities, work environment, and application performance. While the efforts made to improve the performance of procurement actors are conducting employee performance appraisals, evaluating the implementation of goods / services procurement, conducting community satisfaction surveys, improving application performance, increasing the capacity of procurement actors and adding Local Catalog storefronts.

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