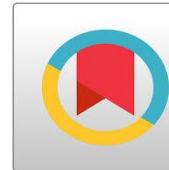**The Effectiveness of E-Procurement in Implementing the Procurement of Goods and Services in the Surabaya City Government**

Efektivitas E-Procurement Dalam Penerapan Pengadaan Barang Dan Jasa Di Pemerintah Kota Surabaya

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ARTICLE INFORMATION

ABSTRACT

The Surabaya City Government's form of e-government is by implementing e-procurement in the procurement of goods and services (auction). E-procurement is an innovation from conventional procurement to electronic-based procurement of goods and services. technology will be very important in public services in the future by The Surabaya government understands that the role of digital Encouraging service acceleration and reducing budgets with information technology. The purpose of this study is to determine whether e-procurement has been effective in its application in the Surabaya city government. The research method used is descriptive qualitative research with reference to various references. The focus of the research uses Richard M. Steers' theory of effectiveness which measures effectiveness using indicators of goal achievement, integration and adaptation. Data collection techniques are interviews, observation and documentation. The technique of determining informants is purposive sampling technique and snowball sampling which is expected to be a source of information for researchers. The data analysis technique uses interactive data developed by Miles & Hubberman, namely Data Collecting, Data Condensation, Data Display, Conclutions and Verifying. Data validity uses credibility tests, namely extension of observation, data triangulation and using reference materials which in this credibility test are expected to be able to provide accurate and valid data.

ABSTRAK

Bentuk e-government Pemerintah Kota Surabaya adalah dengan dengan menerapkan e- procurement dalam kegiatan pengadaan barang dan jasa (lelang). E-procurement merupakan inovasi dari pengadaan secara konvensional ke pengadaan barang dan jasa berbasis elektronik. Pemerintah Surabaya memaknai Peran dari teknologi digital akan menjadi sangat penting dalam pelayanan publik di masa depan dengan mendorong percepatan layanan dan mengurangi anggaran dengan teknologi informasi. Tujuan dari penelitian ini yaitu untuk mengetahui apakah e- procurement sudah efektif dalam penerapannya pada pemerintahan kota Surabaya. Metode Penelitian yang digunakan yang digunakan adalah penelitian kualitatif yang bersifat deskriptif dengan mengacu dari berbagai referensi. Fokus penelitian menggunakan teori efektivitas Richard M. Steers yang mengukur efektivitas mernggunakan indikator pencapaian tujuan, Integrasi dan Adaptasi. Teknik pengumpulan data yaitu wawancara, observasi dan dokumentasi. Teknik penentuan informan yaitu Teknik purposive sampling dan snowball sampling yang diharapkan bisa menjadi sumber informasi bagi peneliti. Teknik analisis data menggunakan data interaktif yang dikembangkan oleh Miles & Hubberman yaitu Data Collecting, Data Condensation, Data Display, Conclutions and Verifying. Keabsahan data menggunakan uji kredibilitas yaitu perpanjangan pengamatan, triangulasi data dan menggunakan bahan referensi yang dimana dalam uji kredibilitas ini diharapkan mampu memberikan data-data yang akurat dan valid.

Introduction

During the current period of E-government globalization, the government must be able to carry out its functions by serving the public efficiently, quickly, simply, cost-effectively, transparently and accountably. However, in fact, the government often finds it difficult to provide services due to complicated procedures and illegal levies that are still circulating today. Therefore, a good government management system through E-government is the hope and aspiration of the Indonesian people (septiani maya, 2020). Based on Government Regulation (PP) Number 101 of 2000, good government is a government that builds and implements the basics of professionalism, accountability, transparency, excellent service, democracy, efficiency, validity and rule of law and is accepted by all levels of society. However, according to the United Nations Development Programme (UNDP), governance itself is a form of exercising political, economic and administrative power in managing the problems faced by a country by mobilizing the participation of all sectors (thoyib, 2019). The Indonesian government seeks to create good governance by implementing changes in every aspect of governance by utilizing information technology commonly referred to as e-Government. With the use of this technology, it will bring changes that encourage the creation of good governance. One of the principles of good governance is accountability. To achieve good governance, with this accountability, the administration of government can function properly and pay attention to applicable regulations (Saputra & Widiyarta, n.d.) Therefore, public services can also be used as a reference for the government to analyze how far the effectiveness has gone in the current e-government era.

The implementation of E-government in Indonesia began on April 24, 2001 with Presidential Instruction Number 6 of 2001 regarding the development and utilization of Telecommunications (Telecommunications, Media and IT) in Indonesia. The best practice of implementing e-Government to create good governance in Indonesia is in terms of electronic procurement of government goods/services, also known as e-procurement. Surabaya City Government is one of the regions that implement e- procurement in government administration (Ridwan et al., 2014). E-procurement itself is an innovation from conventional procuremen. Based on Sutedi (2012) in (Rossita Arum Nurchana et al.,2014), e-procurement is an auction mechanism for the procurement of government goods / services that uses internet-based technology, information and communication so that procurement can be carried out on time, efficiently, effectively, transparently and responsibly. Nevertheless, (Prasetyo Yuwinanto, 2013a). E-Procurement is a continuation of traditional public procurement, because as many people know, the implementation of previous public procurement has caused many problems,

and can even lead to corruption. As stated by the Corruption Eradication Commission (KPK), it explains that most corruption cases in Indonesia, especially criminal cases of corruption, are handled by the Corruption Eradication Commission (KPK), Tipikor (KPK), the majority (77%) of cases are related to criminal acts of corruption related to the purchase of goods and services according to Hardjowiyono in the report. (Prasetyo Yuwinanto, 2013) meaning that corruption that often occurs in Indonesia is bureaucratic corruption. (Prasetyo Yuwinanto, 2013) meaning that corruption that often occurs in Indonesia is bureaucratic corruption.

Table 1 Timeline of e-procurement implementation in Indonesia since 2002

Tahun	Alur Penerapan
2002	Trial 1 *E-Procurement* package
2003	Trial of 60 *E-Procurement* packages
2004	Deploy *e-procurement* for the center and DKI Jakarta
2005	Deploy *e-procurement* to all of Java island
2006	Java Island and 7 other provinces (Gorontalo, North Sumatra, South Sulawesi, East Kalimantan, West Sumatra, South Sumatra, and Bali)
2007	Java Island and 15 other provinces (West Sumatra, North Sumatra, South Sumatra, East Kalimantan, South Sulawesi, Bali, NAD, Gorontalo, Riau, Bengkulu, Lampung, Jambi, North Sulawesi, South Kalimantan NTB).
2007	The center conducted a pilot implementation of *semi-e-procurement* plus
2008	Java Island and 26 other provinces (South Sumatra, North Sumatra, West Sumatra, East Kalimantan, South Sulawesi, Gorontalo, Riau, Jambi, Bengkulu, Lampung, North Sulawesi NTB, Riau Islands, Babel, NAD, West Kalimantan, Central Kalimantan, Southeast Sulawesi, Central Sulawesi, NTT, South Kalimantan, Maluku, Malut, Bali, West Papua, Papua).
2008	DKI Jakarta and the Center are implementing a new stage of *semi-e-procurement* plus
2009	Central and Java Island implement semi *e-procurement* plus
2009	Provinces outside Java Island implement *semi-e-procurement*
2010	Center and Java Island with 4 other provinces (South Kalimantan, Gorontalo, Bali and Riau) in the semi *e-procurement* plus stage. Outside of these provinces, semi *e- procurement* is implemented.
2011	*Full e-procurement* was implemented in 24 provinces, namely: DKI Jakarta, West Java, Central Java, Banten, DI Yogyakarta, East Java, Nanggroe Aceh Darussalam, West Sumatra, South Sumatra, North Sumatra, Riau Islands, Riau, Jambi, Bangka Belitung, Lampung, South Kalimantan, Central Kalimantan, East Kalimantan, West Kalimantan, South Sulawesi, North Sulawesi, Gorontalo, NTB, and Bali.
2011	Semi *e-procurement* was implemented in 9 provinces namely: Central Sulawesi, North Maluku, West Sulawesi, Southeast Sulawesi, NTT, Maluku, Bengkulu, Papua and West Papua.

Source: Data processed by researchers

The existence of e-procurement is also a necessity for the government because many conflicts are formed when purchasing goods/services conventionally. For example, the procedure is complicated and time-consuming. There are several stages that must be carried out in this conventional procurement, including (1) identification of goods/services needs (2) determining vendors (3) selecting vendors based on certain considerations (4) making a list of goods/services to be purchased (5) monitoring the goods/services ordered (6) providing invoices (7) payment. The existence of these stages creates a lack of transparency and efficiency in government, which will then have a negative impact such as losses for the government or the company itself (Aditya Soetanto & Kenny Jonathan Setiobudi, n.d.).

The Surabaya City Government in addressing e-government itself to support the E-Procurement process is by utilizing e-Government to meet the increasing need for speed and transparency in government management and public services. This is also an effort to attract the participation of the Surabaya City Government in providing maximum services to the community. E-government also includes financial management, correspondence and development planning process, health and medical services of Surabaya City. One example is E-procurement with the E-procurement website or LPSE, the community as a provider and the agency as a distributor can be synchronized to make all processes accountable and transparent (Astari, 2020). The implementation of electronic procurement is regulated by Presidential Regulation Number 8 of 2006 concerning the fourth amendment to presidential decree Number 80 of 2003 concerning the Implementation of Government Goods and Services and replaced by Presidential Decree Number 54 of 2010 concerning public procurement of goods or services. As for Surabaya itself, this matter is regulated in Surabaya Mayor Regulation Number 73 of 2006 which contains instructions for implementing the local government selection mechanism for suppliers of goods / services using an electronic procurement system. That in order to build transparency, accountability, effectiveness and efficiency in carrying out the purchase of regional goods / services financed by the regional budget and optimize the standardization of the process in the selection of goods / services by suppliers. Local Governments that use an electronic procurement system, in connection with these instructions stipulated Surabaya Mayor Regulation Number 30 of 2006. implement a selection mechanism for suppliers of local government goods/services using an e-procurement system. Furthermore, in order to facilitate and equalize the understanding of regional work units in preparing contracts/agreement letters related to the process of selecting suppliers of government goods/services, it is necessary to complete a sample contract as stipulated in Surabaya Mayor Regulation Number 30 of 2006

concerning Guidelines for Implementing the Selection Process for Providers of Goods/Services for Local Government Using the Electronic Procurement System.

Table 2 Implementation of E-procurement in Surabaya City from 2004 to 2014

Tahun	Perkembangan *e-procurement*
2004	The beginning of e-procurement implementation in Surabaya City Government
2007	Three years after initial implementation, there are still signs of maladministration such as KKN in 27 out of 34 projects. What E-procurement brings
2010	Surabaya City is ranked in the top 3 out of 50 cities in Indonesia with the least amount of corruption. Surabaya City's electronic bidding program has been adopted by LKPP to be implemented nationally in all other regions in Indonesia.
2011	Surabaya City received high scores for important initiatives in several areas, especially transparency in human resource management with a score of 7.58 (ranking 3), access to public news information with a score of 9.67 (ranking 1), transparency in the procurement of goods/services. scored 9.86 (ranking 1) and implementing recommendations for improvement from BPK/APIP/BPKP.
2013	Until November 2013, the number of work packages auctioned was 94 packages with a budget of Rp1.4 trillion. However, Surabaya City Government managed to reduce the efficiency of the auction to 22.93%.
2014	The current auction system facilitates the management of work, making the average construction project can be completed on time. For example, data from the Department of Cipta Karya and Spatial Planning (DCKTR) published in the Jawa Pos daily on February 7, 2014, auctioned 142 plots of construction land, even though it was only the second month of February.

Source: (Daroyani Novitaningrum, 2014.)

E-Procurement was first implemented by Surabaya City in 2004. This system has many superior things with everything using an electronic base. Based on digital technology, Surabaya City Government wants to report to the public and implement this program. All circles can also know the overall regional financial governance activities carried out by the Surabaya City Government. The role of digital technology will be very important in public services in the future by encouraging service acceleration and reducing budgets with information technology (Diah Astari et al., 2020). Electronic purchasing has been implemented by Surabaya City since its inception, to be precise in 2004, and has received many awards for its successful implementation. These awards include the Jawa Pos Independence Institute as the city with the best public responsibility in 2011 and 2012 with the Government Resource Management Information System (SIMaSDaP) program, specifically a program that utilizes internet access and reveals any prize. single government worker activities in Surabaya. Another appreciation is the e-Proc Award given by the Government Procurement Policy Agency (LKPP) in 2013 for

successfully transforming the manual auction system into an electronic auction system. This award is similar to the Indonesia Future Government Award in 2013 given by James Smith, CEO of Singapore-based FutureGov for his achievement in creating transparent government and information programs, using information and communication networks.

However, the success of e-procurement is considered to have failed to create interaction between the government, the private sector, and the wider community. This is evidenced by the research results obtained in Muhammad Kholis's research in 2006 which concluded that the existence of an online public procurement system cannot be considered as an IT supporter that connects efforts to realize good governance and cannot form a good interactive relationship between the government and the private sector, industry and society. Also in previous research it was stated that based on Jasin (2007) (Aditya Soetanto & Kenny Jonathan Setiobudi, n.d.)various obstacles and shortcomings as well as technical problems encountered during the implementation of e-procurement include: Many providers of goods/services (suppliers) who do not understand the application of e- procurement, a large number of procurement committees still experience difficulties in implementing e- procurement. Very high levels of misuse of passwords and other security usernames by users, as well as by goods / service providers, those responsible for operational work and authorization of the procurement committee, the scope of the auction status agenda still cannot be fully implemented correctly by the auction committee. It is known that the availability of internet connectivity facilities and other supporting facilities (such as Adobe installers, scanners, etc.) to the Surabaya City Government procurement committee is still very limited. Limited bandwidth triggers frequent mechanism errors in the use of e- procurement, making some groups within the Surabaya City Government worried that their additional income from carrying out auction management activities (through procurement, implementation and monitoring) will be cut off.

This is also supported in previous research, namely in the research of Diah Astari, L., Dalatululum, M., Kurniasih, N., Indahsari, N. D., & Kurniasih, Y. (2020). Titled Analysis of E- procurement Implementation as an Efficiency of Surabaya City Government. This study aims to analyze as well as explain how the efficiency of the Surabaya City Government in the procurement of goods and services using the e-procurement system. The results obtained show that the application of electronic public procurement in the procurement of goods and services in the city of Surabaya is implemented effectively. This is reflected in the various awards received and the ability to meet performance criteria, including people, money, materials, machines, methods, marketing, records and information. The implementation of e-procurement

is a public demand for the government to provide faster, easier, and more affordable services to various segments of society.

In research (Daroyani Novitaningrum, 2014) This research is entitled Accountability and Transparency of Government Procurement of Goods and Services through Electronic Procurement (Best Practice in Surabaya City Government). This research was conducted with urgency to find out the accountability and transparency of the Government shown to the public through the procurement aspect, after using electronic procurement as the latest system for public procurement reform. The method used in this research is descriptive qualitative. The technique of determining informants in this research is purposive sampling because researchers want to explore in-depth information from people who really understand the focus of the research. The results of this study aim to determine whether accountability and transparency can be achieved. The perception of accountability can be shown through the committee's efforts in realizing the accountability of all auction mechanisms, both vertically and horizontally. And the results of this transparent research can be seen through the auction opening information provided by the Surabaya City Government, to minimize the risk of irregularities

In Suprianto's research (Suprianto et al., 2019)). This research is entitled Analysis of the Effectiveness of the E-procurement System in the Procurement of Government Goods / Services (Study at the Faculty of Administrative Sciences, Universitas Brawijaya. This study aims to determine and explain the effectiveness of the E-procurement System in the Procurement of Government Goods / Services. This research produces two results. First, the process of purchasing goods / services at the Faculty of Administrative Sciences, Universitas Brawijaya has been in accordance with public procurement regulations, starting from analyzing procedures and functions related to information processing, information and documents on electronic procurement systems. The results also show the need for a commitment control mechanism for the winning bidder. Second, the e-procurement system for purchasing goods / services at the Faculty of Administrative Sciences, Universitas Brawijaya has been running effectively, although it is still constrained by the problem of employee composition in the working group coordinated by employees outside the Faculty of Administrative Sciences. So that this research is intended to explore and find out more about how the effectiveness of the Surabaya City Government in the procurement of goods / services or E-Procurement. And this research will focus more on finding facts that occur in the field related to the effectiveness of e-procurement in the procurement of goods and services in the city of Surabaya. The purpose of this research itself is whether e-procurement has been effective in its application in the Surabaya city government in the procurement of goods / services and development

administration. So the formulation of the problem to be taken is how the effectiveness of E-procurement in the application of procurement of goods and services in the Surabaya city government?

Methode

The research method used is qualitative with a descriptive approach because it wants to describe and describe in detail the phenomena or problems raised. According to Moleong, the definition of qualitative research is research conducted with the aim of understanding the phenomena experienced by research subjects such as behavior, perceptions, motivations, actions, etc. holistically and describing them in the form of words and language, in a certain natural context and using various scientific methods. The formulation of qualitative research problems is referred to as the focus of research.

Determination of the research focus in this qualitative research is needed to limit the study to be discussed and serves to fulfill the discussion criteria. Determination of the focus of research is needed to assist the implementation of research by being guided by points or indicators of problems to be traced related to the application of the procurement of goods and services through E-procurement in the city of Surabaya. the focus of research is a problem limitation in qualitative research is to contain the main problems that are still general in nature. Data sources in this study used primary data and secondary data. This primary data is data obtained directly from informants in the field. Primary data in this study are the results of interviews with informants related to the effectiveness of the implementation of Surabaya city e-procurement. While secondary data is data in the form of documents, reports, archives, and others that have a relationship with research. Secondary data in this study can be in the form of manuals, news, websites, and others.

In this research, the techniques used to determine informants are purposive and snowball sampling techniques where the initial informant is asked to appoint other people who can provide information in finding the truth of the data. The key informant in this research is the Goods/Services Procurement and Development Administration Section, namely Mr. Naufal Rizky Wardhana, S.Ars as Sub-Coordinator of Goods and Services Procurement Management. Other informants are Mrs. Mita as the staff of the Goods and Services Procurement Work Unit and the tender that follows the E-Procurement process, namely Mrs. Nova Sigma as the tender consultant of PT Delta Buana. Furthermore, from these informants, it was continued with other informants using the Snowball sampling method.
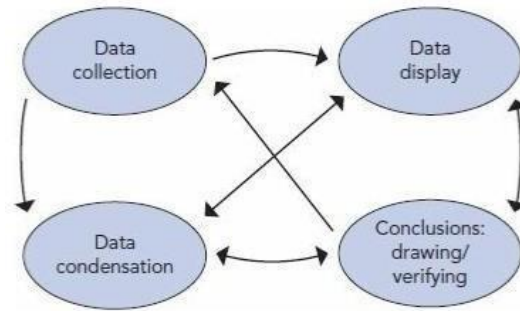
Source: Qualitative Data Analysis, Miles & Hubberman (2014)

According to Miles and Huberman (2014) cited in Abdussamad (2021) there is a data analysis technique developed with an interactive model with four stages. First, Data Collection The data collection methods used are observation, interviews and documentation. All three have one thing in common, analysis is very dependent on the integrative and interpretative abilities of the researcher. Interpretation is necessary because the data collected is rarely numerical, detailed, and lengthy. Second, data condensation refers to the mechanism of selecting, focusing, simplifying, abstracting, or transforming data obtained from interviews, written field notes, documents, and other empirical materials. By summarizing the data obtained from interviews, observations, and documentation, researchers can connect one data with other data to strengthen each data obtained and enable researchers to gain a better understanding in analyzing the data. Third, Data Presentation (Data Display) is an organized presentation, a set of highlights that allow drawing conclusions from the highlights that allow drawing conclusions and the actions taken are dynamic. Fourth, Conclusions Drawing and Verifying are research results that are in accordance with the direction of research based on the results of data analysis. The findings presented are based on the research study as a descriptive research subject. A qualitative study, data can be said to be valid when there is no difference between what is conveyed by the researcher and the actual facts carried out on the observed subject. Therefore, the credibility test technique was chosen in this study because it is considered a relevant and ideal way to research this research. researchers use credibility test techniques, namely extended observation, data triangulation and using reference material which in this credibility test hopes to obtain accurate and valid data and material.

Results and Discussion

In this section is a description of the data and findings based on observations found by researchers during the research. This research uses data collection procedures that have been prepared previously through observation, interviews, and documentation. To find out the effectiveness of the implementation of goods and services procurement through E-procurement in Surabaya City, it refers to the focus of research according to Richard M. Steers' effectiveness theory in (Tangkilisan, 2005) which has 3 indicators, namely goal achievement, integration, adaptation, and effectiveness.

Goal Achievement

The achievement of goals focuses on the output aspect, meaning that effectiveness can be measured by how far the level of output in the program and the process of achieving predetermined goals. The achievement of goals in this study is interpreted to determine the extent to which real changes in the objectives of E-procurement are achieved as a whole to overcome the problem of the effectiveness of the procurement of goods and services in Surabaya City. E-procurement is intended to overcome fraud and effectiveness in handling the procurement of goods and services in the city of Surabaya in the hope that the existence of E-procurement fraud and maladministration in this city can be reduced. However, as found in previous research on E-procurement in the city of Surabaya, goods/services providers (suppliers) who do not understand the application of e-procurement, a large number of procurement committees still have difficulty applying in exploring e-procurement. Very high levels of misuse of passwords and other security usernames by users, as well as by goods / service providers, those responsible for operational work and authorization of the procurement committee, the scope of the auction status agenda still cannot be fully implemented correctly by the auction committee. The purpose of E-procurerment itself is listed on the Surabaya City Government Resource Management System (GRMS) which symbolizes the strong determination of the Surabaya government in realizing an effective and efficient government in accordance with its 4th mission, namely Strengthening the transformation of a clean, dynamic and agile digital-based bureaucracy to improve the quality of public services. as follows:
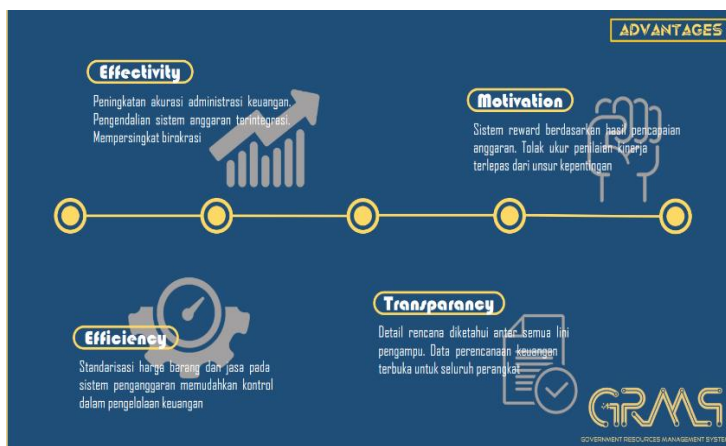
Figure 1 E-procurement benefits written on GRMS Surabaya City
Source: GRMS business profile of Surabaya city

According to Mrs. Mita as the staff of the goods and services procurement work unit said that E- procurement as an application can also be affected by lag / maintenance, therefore in the goods and services procurement work unit we as admins also have operators or software engineers whose job is to maintain and maintain the application so that it can run effectively but we cannot predict when the application will go down the server so that when the application is down the providers are welcome to go to the goods and services procurement service unit to conduct filing or discussion. And the opinion of Mrs. Nova Sigma as a tender participant / consultant for the procurement of goods and services from PT Delta Buana said that the impact of E-procurement can be said to be effective because there are many providers from the e-proc and we are qualified so that when issuing tenders and uploading tenders all use e-proc online and are quite effective, while when proving file checking must be offline at the goods and services procurement office, maybe the problem is the process or evaluation of a long tender which can take up to 3 months before the announcement of the tender winner.

Responses regarding the process and stages of e-proc also reached the city government itself regarding the effectiveness of E-procurement. As said by Mr. Naufal Rizky Wardhana, S.Ars as the Sub-Coordinator of the Management of Goods and Services Procurement as follows, this fraud is very minimal because the LPSE is very transparent and anyone, including the public, can access and monitor the tender process on the e-procurement web without logging in. Maybe the obstacle is a little due to the blacklist. This blacklist occurs when uploading the document and when it is corrected there are document discrepancies, for example from the expert only the certificate but the person is not there, usually there are things like that and various kinds, said Mr. Naufal. Providers who are included in the blacklist cannot participate in the tender but must wait 1 year to take part in the auction again and what becomes

an obstacle when the provider has not been included in the blacklist list means that this provider can roam and can hamper the e-procurement process.

Based on these results, it can be concluded that E-procurement to increase the effectiveness and efficiency of procurement of goods and services in the city of Surabaya is considered appropriate because the existence of E-procurement is able to reduce the long process in the auction so as to minimize direct contact and maladministration. However, in its ten-year operation, there are obstacles encountered and the application still has system / bandwitch problems as well as a black list that makes the process of E-procurement still hampered.

Integration

Integration is a measurement of the organization's ability to socialize and communicate with other organizations. This Integration Focus is concerned with the socialization process of the program. In this Integration Focus to find out whether the socialization carried out by the government to introduce E-procurement is appropriate and right on target. The success of integration can be observed from the achievement of target participation in the socialization stage regarding E-procurement. E-procurement as a tool for the procurement of goods and services is not immediately known by all Surabaya people, Menanya the procurement of goods and services in collaboration with the Surabaya City Government to conduct socialization to introduce E-procurement to a wide audience in all circles of society. During the ten years that E-procurement has been operating, the Government has conducted various socializations to attract the public to use E-procurement.

Ms. Mita as the staff of the goods and services procurement work unit said that for socialization itself we are leading on our website, namely LPSE, where you can find information on available packages without having to log into an LPSE account and we also have Instagram for our socialization media. Ms. Mita also said that the socialization was also held offline for providers. For socialization itself occurs when there are new features, if there is a catalogue of providers, we have a separate group so if there are changes, we usually announce them in the group. But if bimtek or LKPP often conducts socialization at least once a month up to 2 or 3 times for business actors to use LPSE or E-catalog by online through zoom. But it does not rule out the possibility that if there are confused providers, we have a procurement service here so that it helps regional devices or providers if they are confused about e- procurement, they can come here at the Goods and Services Procurement Work Unit or at Siola.
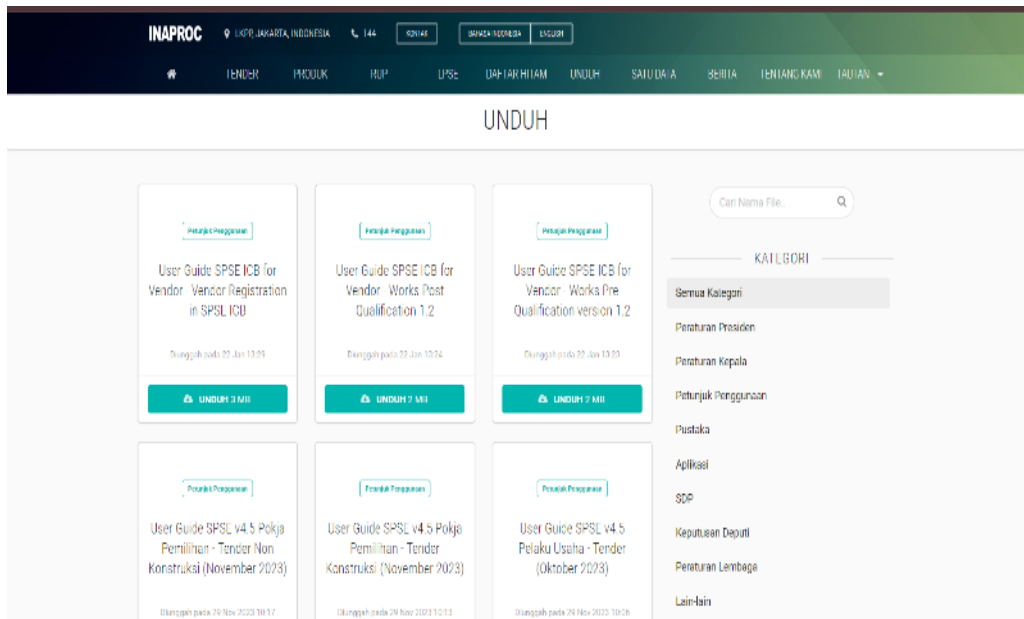
Figure 2 Example of User Guide on the Use of E-procurement
Source : Inaproc.id

While the opinion of Mr. Naufal Rizky Wardhana, S.Ars as the Sub-Coordinator of the Management of Procurement of Goods and Services regarding the socialization carried out by the government itself is that the socialization has been carried out so we say that the socialization is routine too, not because the changes from LPSE are minor like for example the change from LPSE version 2.4.1 to LPSE version 2.4.2 so every change like that we don't need to do socialization because of minor changes and rarely used features, usually minor features are just optimization. but when major changes such as 2.5.2, socialization will be carried out because usually the buttons in it also change. As well as what Mr. Naufal said about the socialization of e-procurement, there was also a response given by Mrs. Nova as a participant of e-procurement itself related to the socialization of e-procurement, she said that sometimes there are new regulations related to e-procurement that are socialized but I last participated in the socialization in 2022, that is, if LPSE is stuck in E-delivery Surabaya, there is also a socialization so that everything is connected.

Based on these results, it can be concluded that the city government's integration through the Goods and Services Procurement and Development Administration Section and the Goods and Services Procurement Work Unit which conducts socialization about E-procurement on social media and websites such as on Instagram and the E-procurement Website is considered quite appropriate because conducting online socialization on social media anyone can find out the information. The socialization on the @bpbjap Instagram page

contains very important information such as how to use the application, the schedule for complaints about goods and services procurement services, information on Surabaya tenders/catalogs, consultation on creating an LPSE account, as well as notification and monitoring of evaluation of goods and services procurement and much more. The socialization is aimed at the Surabaya community, especially for prospective tenders to make it easier for them when they want to participate in the procurement of goods and services. However, even though it is considered quite appropriate, there are still obstacles in implementing the socialization, namely the lack of routine of the actors in the procurement of goods and services in voicing socialization about the procurement of goods and services, moreover not all people have social media accounts which results in not everyone receiving E-procurement information as evidenced by the lack of interaction on social media between the government and the public or tenders. So that from these problems, the E-procurement manager needs to increase the socialization of the procurement of goods and services so that all elements of society are able to receive information in the hope that the more intensive the socialization provided, the higher the attractiveness of the community using the E-procurement application. With the lack of information and the lack of direct socialization to tenders and will have an impact on the effectiveness of e-procurement because if fewer people know about E-procurement information, there will be less public interest in Surabaya City E-procurement and if there are fewer enthusiasts, it is certain that public trust in e-government to increase efficiency and effectiveness is increasingly lost.

Adaptation

Adaptability is known from the ability of the policy to adapt to community conditions and the ability of the policy to stimulate change in the community. In addition, adaptability can be known by the needs that develop in the community. From this adaptation process, it is seen whether the existence of E- procurement, the community is able to adjust by switching from conventional procurement to using E- procurement to overcome fraud in the procurement of goods and services and make services more effective in Surabaya City. As we know, E-procurement as a manifestation of E-government in the city of Surabaya must of course be equipped with qualified and modern facilities and facilities that make it comfortable and provide a sense of security for the community. The facilities provided by E- procurement are application support facilities such as internet connectivity and other supporting facilities (such as Adobe installers, scanners, etc.). Also service facilities in the office such as procurement service clinics.

Figure 3 E-Procurement Computer Facilities at the Surabaya City Goods and Services Procurement Work Unit
Source: Author's Document 2024

Ms. Nova as the tender consultant of PT Delta Buana and the follower of Surabaya City E- procurement said about the facilities and infrastructure provided by the Surabaya city government as follows For the facilities and infrastructure itself, yes, mas, it is quite good, because it used to be offline, now it is online and faster, although sometimes there is a lag or maintenance like an application and the existence of a goods and services procurement clinic is also quite helpful. This statement is also supported by Mr. Naufal Rizky Wardhana, S.Ars as Sub-Coordinator of Goods and Services Procurement Management regarding the facilities and infrastructure provided by the Surabaya city government for the procurement of goods and services as follows The facilities or facilities and infrastructure provided from us are consulting assistance in the form of a helpdesk on the E-procurement website that is directly connected to our office whatsapp and we provide services regarding E-procurement. Also for tenders who are still confused about the procurement of goods and services, we also accept tenders to meet us directly at the office and we provide direction regarding the process of procuring goods and services. The opinion expressed by Mrs. Nova as the user of the E-procurement application and Mr. Naufal as the actor in the E-procurement application is that the facilities and infrastructure available in E-procurement are able to make people who used to procure goods and services conventionally interested in procuring goods and services electronically. From all the interviews above, it is stated that the facilities and infrastructure in E-procurement are very good and convenient for offline, but according to the interviewees, even though E-procurement is equipped with sophisticated and modern preparations like other online applications, E-procurement also usually experiences problems in its application, for example, such as

maintenance and lag if this continues, it will cause the process of implementing goods and services procurement to be less effective.

Table 3 Number of Tender Packages in the Last 4 Years

Year of Package Procurement	Total Number of Packages
2021	260 Packages
2022	390 Packages
2023	218 Packages
2024	29 Packages

Source: Data processed by the author from data Export tender packages 2021-2024 Procurement and Development Administration Section

From the above data provided by Mr. Naufal in the last 4 years, it shows that the uncertain number of packages available can be influenced by the needs and interests of the tenders or providers to participate in the Surabaya city E-procurement. Mr. Naufal also said that we can find out the interest or public interest in E-procurement from the number of packages because in each package there must be several providers who participate in the auction and if more and more participate, the higher the public interest in E-procurement. This statement is also in line with the opinion of Ms. Mita regarding public interest in E-procurement in Surabaya City, namely that public interest in E-procurement is indicated by the number of providers participating in the tender auction. As is the case in 1 package, many providers monitor or participate in bidding. Usually there are many who monitor but only a few who take part in the bidding because they adjust the package with specialists from the tenders Public interest is also seen in visitors to the E-procurement website as of March 25, 2024 as many as 2.7 million accounts visiting the Surabaya City E-procurement website. Ms. Mita also explained that in every tender auction there are usually 50-70 providers who monitor and those who take part in bidding are only around 12-15 providers. Public interest is also seen at the office of the goods and services procurement work unit because even though E-procurement is an online application it does not rule out the possibility of carrying out file adjustments, discussions, and complaints offline at the goods and services procurement office located at Jl. Jimerto 25 - 27 4th Floor, Surabaya and Jl. Sedap Malam No. 1 Surabaya. Based on these results, it can be concluded that public adaptation to E-procurement is quite good because there are 2.7 million visitors to the E-Procurement website which is almost close to the total population of Surabaya city of 3 million residents. However, there are still things that can reduce public interest in E- procurement. This can be seen from the enthusiasm of people who prefer direct procurement of goods and services or E-catalog rather than E-procurement because it is simpler and faster without waiting for months. This is also motivated by the

demands of the community for speed in the bureaucracy so that they prefer which is faster to use as a tool for procuring goods and services.

Conclusion

Based on the results of research and discussion that has been carried out on the effectiveness of E-procurement in the procurement of goods and services in the city of Surabaya which is studied using the theory of effectiveness of Richard M Steers which consists of achieving goals, integration, and adaptation, it can be concluded that the effectiveness in the procurement of goods and services through E-procurement is running effectively but there are problems that must be addressed from several aspects that have been found so that the E-procurement of the city of Surabaya can be more optimal and efficient. Also this research is expected to help readers in reviewing the theories and doctrines that they have encountered so that a new research in the academic world can emerge suggestions or recommendations for the novelty of further research, namely regarding the development of e- procurement from time to time demanding the digital era of industry 4.0 and so on.

Acknowledgments

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