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Implementation Strategy of Electronic-Based Goods and Services Procurement (E-Procurement) at the Inspectorate General of the Ministry of Home Affairs

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ABSTRACT
This study aims to analyze the implementation of electronic-based goods and services procurement (e-procurement) at the Inspectorate General of the Ministry of Home Affairs as part of efforts to support good governance and bureaucratic reform. George C. Edward III's implementation theory serves as the analytical framework, emphasizing four key variables: communication, resources, disposition, and bureaucratic structure. The study employs a qualitative method with a descriptive approach. Data were collected through interviews, observations, and documentation. The results indicate that the e-procurement implementation strategy within the Inspectorate General still faces several challenges, including limited human resources, inadequate internal facilities and infrastructure, the absence of internal standard operating procedures (SOPs), weak application of the reward and punishment system, and a lack of commitment and consistency in e-procurement execution. On the other hand, supporting factors include the availability of supporting application systems, sufficient internet connectivity, clear regulations, effective communication, and the benefits of time and cost efficiency. Through SWOT analysis and litmus testing of strategic issues, several improvement strategies were formulated, such as enhancing communication quality, strengthening commitment and consistency in implementing electronic procurement, reinforcing cybersecurity in the e-procurement system, improving facilities and infrastructure capacity, applying a reward and punishment system in electronic procurement practices, planning a digital risk mitigation roadmap, and establishing a rapid response team for system disruptions. With the right strategies, the Inspectorate General can become a role model in implementing efficient, transparent, and accountable electronic procurement, thereby supporting the achievement of good governance.

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INTRODUCTION

Good governance is a principle of government administration that is often promoted by both central and regional governments. According to Mardiasmo, good governance is a concept of sound government management oriented toward the development of the public sector. The ultimate goal is to enhance development and public welfare. The term good governance

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began to emerge in Indonesia in the 1990s and gained prominence in 1996, coinciding with the growing relationship between the Indonesian government and other countries. Indonesia's efforts to achieve good governance include reforming various aspects of government operations to serve the public through electronic systems (e-government). One of the ways the government strives to realize good governance is by reforming its goods and services procurement system through the utilization of technology and electronic processes.

Goods and services procurement is one of the main functions in government resource management, playing a crucial role in supporting the implementation of development policies and public services. In the modern era, traditional procurement processes often rely on manual systems that are prone to inefficiency, lack of transparency, and corruption risks. The 2024 Integrity Assessment Survey (SPI) revealed that 82% of provincial governments and 67% of district/city governments are vulnerable to corruption due to weak procurement management. Data from Indonesia Corruption Watch (ICW) recorded 1,189 corruption cases involving 2,896 suspects between 2019 and 2023, causing state losses of IDR 47.18 trillion.

In 2024, the Corruption Eradication Commission (KPK) handled 154 corruption cases, with goods and services procurement being the most frequent type—68 cases—marking the highest number in the past five years. This reflects a lack of transparency and accountability in government systems, particularly in achieving clean and good governance within procurement processes.

The implementation of e-procurement across various government institutions is part of bureaucratic reform efforts to create a clean, efficient government capable of providing the best public services. The Inspectorate General of the Ministry of Home Affairs (Itjen Kemendagri) is among the institutions that implement electronic procurement. As an internal oversight body within the Ministry of Home Affairs, the Inspectorate should serve as a role model for the implementation of electronic goods and services procurement, as regulated in Lembaga Regulation No. 12 of 2021 on Guidelines for the Implementation of Government Goods/Services Procurement Through Providers, Article 6, which states that procurement must be conducted through the Electronic Procurement System (SPSE) and its supporting systems.

Generally, the government procurement mechanism includes planning, preparation, execution (through self-management or providers), contract implementation, and the handover of goods/services. According to Kencana Bayuaji, the e-procurement process involves identifying procurement needs, approval processes, ordering, tracking, payment, and reporting. In the planning phase, ministries/agencies, central and regional governments are required to identify procurement needs and publish them in the Procurement General Plan Information System (SiRUP) managed by LKPP, aiming to promote equitable and needs-based national development.

In the Inspectorate General of the Ministry of Home Affairs, the procurement implementation is divided between two Commitment-Making Officials (PPK): the Secretariat PPK and the Regional Inspectorate PPK, as stated in Budget User Decree No. 900.1.3/05/IJ on the Appointment of PPK and Expenditure Order Signing Officials (PPSPM) within the Inspectorate General. The Secretary of the Inspectorate General, as the Budget User

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Authority (KPA), is required to delegate budget allocations to each PPK and publish the annual budget ceiling in the SiRUP application. The data entered into SiRUP serves as a reference for procurement implementation to meet operational needs within the Inspectorate General.

In 2023, the procurement realization percentage decreased by 16.25% compared to the previous fiscal year, with IDR 7,033,237,607 remaining unannounced—potentially affecting procurement realization data since the fiscal year had ended. For fiscal year 2025, the planned procurement percentage reached 98.73%, with a remaining 1.27% (IDR 502,012,340) yet to be published in SiRUP. Activity execution for the ongoing fiscal year has not been fully implemented, and early-year budget realization remains insignificant. This indicates that the general procurement plan has not been transparently disclosed to the public, largely due to unfinished administrative processes by PBJ managers at the Inspectorate General.

Based on the researcher's observations, the Inspectorate General responded to this issue by issuing an internal memorandum signed by the Secretary of the Inspectorate General (Letter No. 028/264/a.4 dated May 30, 2022) regarding the implementation of the Bela Pengadaan application within the Ministry of Home Affairs Inspectorate General.

From the description above, it is evident that procurement should ideally align with actual needs and objectives to be beneficial. Procurement planning must be conducted carefully to ensure effective processes—from needs identification to the delivery of maximum benefits. Identifying employee needs within the Inspectorate General requires consideration of time, market prices, supplier availability, transportation, and applicable regulations. Therefore, an in-depth analysis of e-procurement implementation is necessary to understand its impact, identify emerging challenges, and formulate appropriate improvement strategies.

The objectives of this study are as follows: To analyze the implementation of electronic goods and services procurement (e-procurement) at the Inspectorate General of the Ministry of Home Affairs. To identify and analyze supporting and inhibiting factors in the implementation of e-procurement at the Inspectorate General of the Ministry of Home Affairs. To identify and analyze strategies for improving electronic goods and services procurement (e-procurement) at the Inspectorate General of the Ministry of Home Affairs.

METHOD

The research method used in this study is a qualitative method, which is a specific tradition within the social sciences that fundamentally relies on human observation within their own environment and interactions with people in their own language and terminology (Kirk & Miller in Moleong, 2002:3).

In this study, the researcher utilized two types of data sources: primary and secondary data. The determination of interview informants involved individuals who were considered to have knowledge, direct involvement, and decision-making authority in the goods and services procurement process (PBJP) within the Inspectorate General of the Ministry of Home Affairs. The selection of informants was carried out using a non-probability sampling technique.

To obtain accurate and reliable data, the researcher employed several data collection techniques and instruments, namely interviews, observations, and documentation. In order to

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ensure the validity and credibility of the data, the researcher applied the triangulation technique during the data collection process.

The data analysis technique used in this study follows the qualitative analysis model proposed by Miles and Huberman (Sugiyono, 2007:204), which consists of four stages: data collection, data reduction, data display, and conclusion drawing/verification.

RESEARCH RESULTS AND DISCUSSION

Implementation of Electronic Procurement of Goods and Services at the Inspectorate General of the Ministry of Home Affairs

The implementation of electronic procurement of goods and services (e-procurement) at the Inspectorate General of the Ministry of Home Affairs is part of the government's effort to realize a transparent, accountable, and efficient procurement governance system. This study employs a qualitative approach using G. Edward III's implementation theory as the analytical framework, which emphasizes four key variables as follows:

Communication

Based on the research findings, internal meetings also play a strategic role in building coordination and mutual understanding among divisions within the Inspectorate General. The decrease in the frequency of meetings has weakened communication, leading to misunderstandings in decision-making and task implementation. Overall, the lack of socialization and internal meetings in the implementation of electronic procurement has the potential to disrupt the entire procurement chain—from planning to contract execution. Therefore, to ensure the effectiveness and integrity of electronic procurement, efforts are needed to maintain consistent socialization activities and to strengthen internal coordination forums on a regular basis.

Resources

The implementation of e-procurement requires competent human resources and adequate infrastructure to support the smooth operation of the goods and services procurement system. Based on an interview with the Head of the Procurement Service Unit (UKPBJ) of the Ministry of Home Affairs, it was stated that efforts to improve the capability of procurement management human resources are carried out through training and certification programs, as well as various activities such as workshops, technical guidance sessions, and socialization of the latest regulations to enhance the competence of procurement managers and business actors. Collaboration with LKPP (the National Public Procurement Agency) and other relevant parties has also been strengthened. The resources available at the Inspectorate General of the Ministry of Home Affairs, when linked to G. Edward III's implementation theory, include:

a. Staf

Follow-up interviews with the Secretary of the Inspectorate General, who also serves as the Commitment-Making Official (KPA), revealed that "there is still a lack of staff holding Level 1 Government Procurement (PPBJ) certificates, and the Inspectorate General currently has only one staff member with the position of first-level procurement manager, who has not yet obtained the PPBJ Level 1 certificate."

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This finding is consistent with the researcher's observations in the General Affairs and Finance Division, which plays an important role in supporting the implementation of electronic goods and services procurement within the Inspectorate General. The Subdivision of General Affairs is responsible for managing household and equipment affairs within the Inspectorate General of the Ministry of Home Affairs.

There are 29 employees who currently hold PBJ Level 1 certificates, and each division or regional office has at least one certified staff member. Of these, four employees belong to the General Affairs and Finance Division. However, the limited number of certified employees—who are proven to be competent in the knowledge and skills required for government procurement—contrasts sharply with the 244 employees who have not yet obtained PBJ certification.

Although the Inspectorate General serves as a unit responsible for supervision and guidance in both regional and ministerial governance, it should ideally set an example in the implementation of electronic goods and services procurement. Therefore, given the small number of certified staff in the General Affairs Subdivision, it is necessary to improve staff capabilities through training and PBJ certification exams so that the composition of competent personnel in managing government procurement can be adequately fulfilled.

b. Fasilitas

The facilities and infrastructure available to support the implementation of electronic goods and services procurement (PBJP) at the Inspectorate General of the Ministry of Home Affairs include:

1) Application

The Inspectorate General of the Ministry of Home Affairs utilizes the SPSE (Electronic Procurement System) application developed by LKPP and the Ministry of Finance, which includes the following:

a. Electronic Catalog (E-Catalog) is an electronic information system that contains lists, specifications, prices, and other details about goods and services offered by various providers. The E-Catalog provides a wide range of products to meet government needs through the E-Purchasing method. The purpose of the E-Catalog is to improve the efficiency and effectiveness of goods and services procurement by simplifying the procurement process, providing complete information about products and prices, and facilitating transaction processes.
b. Bela Pengadaan is a program managed by the National Public Procurement Agency (LKPP) in collaboration with various marketplaces to facilitate government purchases under Rp50,000,000 and to promote the growth of Micro and Small Enterprises (MSEs). The purpose of Bela Pengadaan is to support the MSE development program, make procurement more inclusive, increase the use of domestic products, and enhance transparency and accountability in government goods and services procurement.
c. Digipay One is a digital payment platform developed by the Ministry of Finance to facilitate financial transactions within government institutions. This platform serves

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as an online marketplace for government work units to conduct online purchases using the Government Credit Card (KKP) or Cash Management System Virtual Account. The aim of Digipay One is to improve efficiency, transparency, and security in the management of public finances through the use of digital technology.Jaringan Internet

Electronic procurement of government goods and services using the available procurement applications can run smoothly only when supported by a stable internet network. The internet network support is categorized as follows:

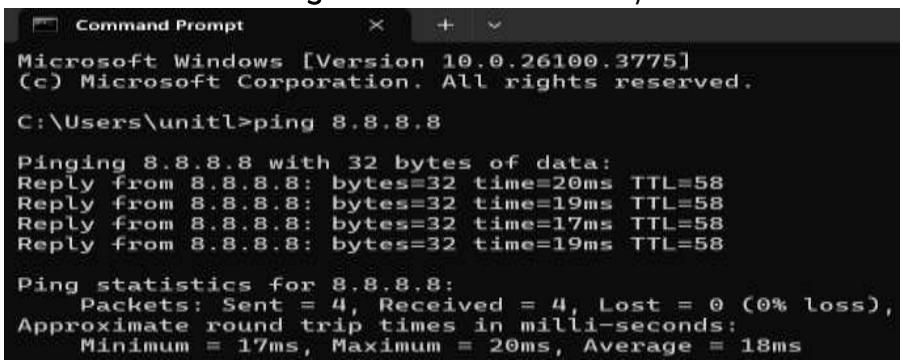
a) Network Map

The internet network around the office of the Inspectorate General of the Ministry of Home Affairs can be assessed using the nPerf application, a French company's tool that provides various services for testing and analyzing the quality of internet and mobile connections, particularly in Indonesia. Based on the analysis, the following internet network map was obtained:

b) Inspectorate General Office

The internet network available at the Inspectorate General office is provided through a subscription-based service procured by the institution. The vendor supplying the internet service is PT. Cyberindo Aditama (CBN), which has been providing the service since the 2023 fiscal year and continues to do so to the present.

Figure 4.5 *Command Prompt*



Source: *Commad Prompt*

Based on data analysis from nperf.com, MRTG (the Multi Router Traffic Grapher), and connectivity tests conducted through the command prompt, it can be concluded that the quality of the internet network within the Inspectorate General of the Ministry of Home Affairs is categorized as stable and adequate. The results of measurements on access speed, latency, and bandwidth stability indicate that the network capacity sufficiently meets operational needs, ensuring that the internet connection does not pose an obstacle to the implementation of electronic goods and services procurement.

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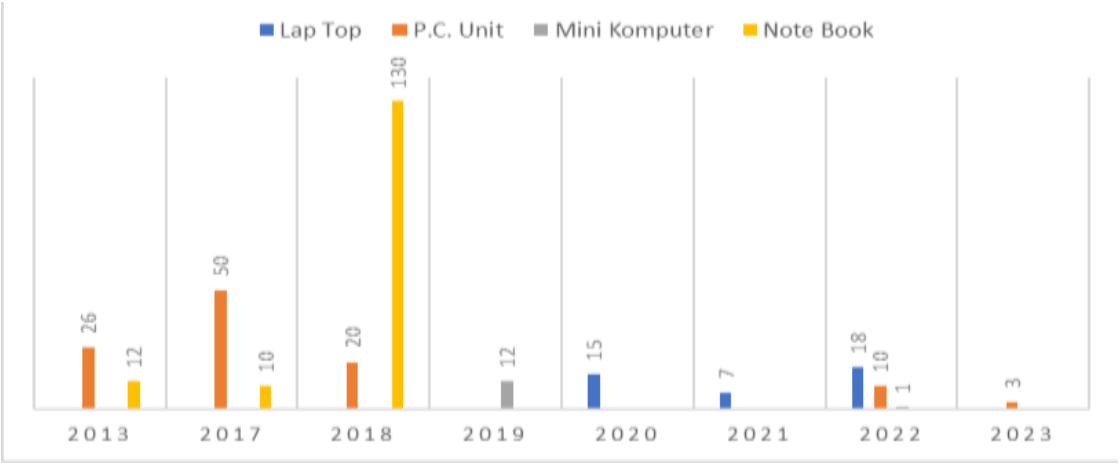
2) Laptops and Personal Computers (PCs)

Figure 4.6 Grafik Data BMN Itjen



Source: Sistem Informasi Manajemen Aset Negara (SIMAN) 2025

Based on the State Property (BMN) data chart, there are 314 assets available to support the implementation of electronic goods and services procurement. These include 40 laptop units, 109 PC units, 13 mini computers, and 152 notebooks. The data shows that 48% of the total assets of the Inspectorate General of the Ministry of Home Affairs were acquired in 2018.

This condition indicates that many of the existing devices have experienced a decline in quality and performance due to their prolonged usage. According to the Minister of Finance Decree No. 295/KM.6/2019 concerning the table of useful lives for the depreciation of state-owned assets in central government entities, the useful life of computer units is four years. Therefore, asset renewal is necessary for the Inspectorate General office to ensure optimal performance in supporting electronic procurement activities.

Information

Information is a vital resource in e-procurement, as it enables stakeholders to stay informed about regulatory developments and system updates in government goods and services procurement, ensuring proper implementation in accordance with applicable regulations. This is supported by previous research conducted by Arjun Neupane, Jeffrey Soar, and Kishor Vaidya, which found that access to information is the most significant driving factor influencing the intention to adopt electronic public procurement services. Information regarding the procedures, objectives, and benefits of using e-procurement has not been fully understood by all implementers, particularly those in regional units. This has led to information gaps and inconsistencies in the application of the goods and services procurement system, resulting in some procurements still being carried out manually.

Authority

Based on interviews with the Procurement Officials (PPK) at the Secretariat and Regional Units, it was found that the implementation of electronic procurement has not yet been fully optimal or consistent. Although the data indicates that electronic procurement has been carried out, the trend remains fluctuating (showing irregular increases and decreases

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over time). Its implementation still depends on situational conditions and has not yet become a planned and systematic practice.

The statement from the Secretariat's PPK that electronic procurement is considered optional reinforces the finding that there is no strong obligation or enforcement for the consistent implementation of electronic goods and services procurement (PBJ). This is further supported by the Regional PPK, who explained that many activities—such as meetings or urgent needs—are conducted incidentally without prior planning, leading to manual procurement due to time constraints and internal policy limitations.

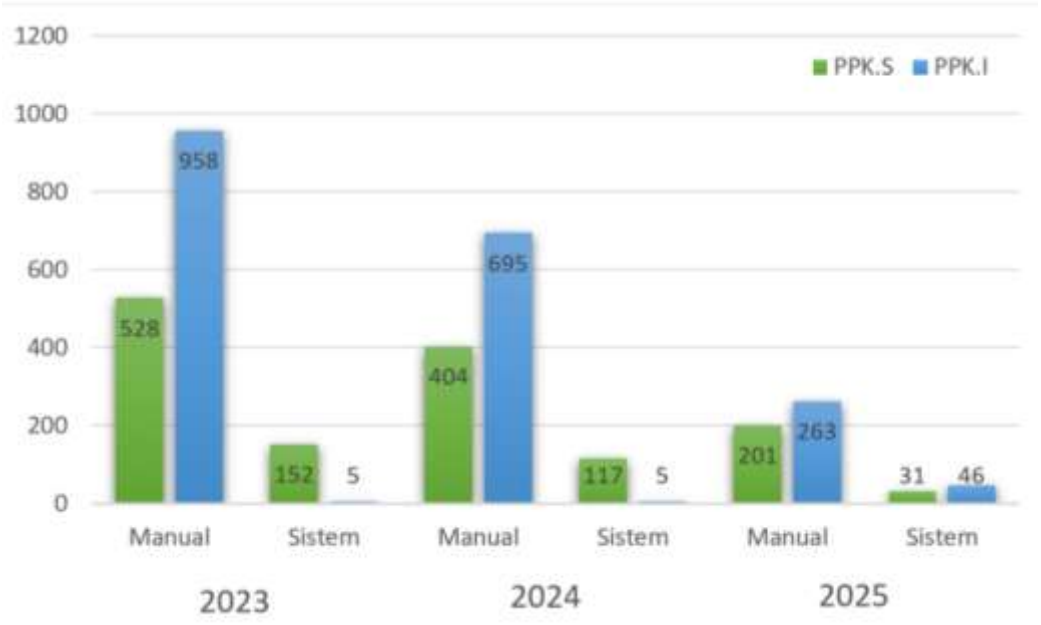
Although there is a general understanding of electronic procurement, structural barriers and a work culture that has not fully embraced digitalization have resulted in limited adoption. Consequently, the implementation of electronic procurement at the Inspectorate General tends to revert to conventional methods.

Disposition

Disposition relates to the attitudes, commitment, and understanding of implementers toward a given policy, including aspects such as bureaucratic appointments and the incentives received by those involved. From interviews with the Commitment-Making Official (PPK) at the Secretariat of the Inspectorate General, it was revealed that "the procurement team has limited authority and must obtain approval from leadership through disposition. In certain situations, the PPK has direct authority but must still take into account organizational regulations and policies."

Meanwhile, the interview with the Regional Inspectorate PPK indicated that "as a PPK, I provide the flexibility to use either the manual or electronic system—the most important thing is that the work gets done, and the electronic system can be used as long as it doesn't hinder the process." This statement is further supported by the following graph:

Figure 4.7 Grafik Implementasi *E-Purchasing* dan Manual PPK



Source: compiled by researchers, 2025

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The graph above illustrates that the development of goods and services procurement implementation between PPK.S and PPK.I, both serving as Procurement Officials within the Inspectorate General of the Ministry of Home Affairs, has remained predominantly manual over the past three years.

In general, there has been a noticeable change in both the pattern of method usage and transaction volume differences. In 2023, manual procurement accounted for a total of 1,486 transactions (PPK.S: 528 and PPK.I: 958), while the use of the electronic system reached only 157 transactions. In 2024, the total number of transactions decreased to 1,099 between PPK.S and PPK.I. Although manual transactions dropped by 387, electronic procurement only increased slightly to 122 transactions. This significant gap indicates that the conventional mechanism remains the primary method used in procurement activities.

In 2025, the implementation of procurement showed a decline since it represents an ongoing fiscal year and not all reports have been recorded. In the first semester, manual procurement still dominated with 464 transactions (PPK.S: 201 and PPK.I: 263), compared to only 77 electronic transactions (PPK.S: 31 and PPK.I: 46). This demonstrates that reliance on manual processes remains relatively high, indicating that the implementation of electronic goods and services procurement (e-procurement) has not yet been fully optimized, primarily due to the implementers' disposition that has not entirely supported the shift toward digital processes. The disposition aspect, as linked to G. Edward III's implementation theory, includes:

a. Appointment of Bureaucrats

Based on the researcher's observations, it was found that out of 13 procurement personnel holding PBJ (Procurement of Goods and Services) certificates, only four individuals—namely, the Secretariat Procurement Official (PPK.S), Regional Procurement Official (PPK.I), Activity Technical Implementation Officer (PPTK) of Inspectorate IV, and the Procurement Officer—possess such certification.

This condition indicates that although all PPKs and Procurement Officers have met the mandatory certification requirements as stipulated in Presidential Regulation No. 16 of 2018 and its amendments, the majority of other procurement actors, particularly PPTKs and KPA (Commitment-Making Officials), have not yet obtained procurement competency certificates. Even though the PPTK is not explicitly mentioned as a procurement actor in the regulation, in practice, the PPTK is directly involved in activity implementation, technical planning, and reporting—functions that are closely related to the procurement process.

b. Incentives

In the 2024 fiscal year, there was a reduction in the honorarium for the KPA (Commitment-Making Officials) and PPK (Procurement Officials). This was due to the provisions stipulated in the Minister of Finance Regulation No. 49 of 2023 concerning the Standard Input Costs for Fiscal Year 2024, which set the honorarium at 40% of the amount received by the Financial Management Officer for the Secretariat PPK, as the position is concurrently held by the Head of the General Affairs and Finance Division. Meanwhile, the Regional PPK receives 60% of the standard honorarium since the position is held by the Head

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of the Analysis and Evaluation (ANEV) Division, whose duties are not directly related to financial management.

This finding is supported by interviews with both PPKs regarding the provision of incentives. The Secretariat PPK stated that "the challenge lies in the small amount of honorarium for PPKs as the person in charge of activity implementation, which is not proportional to the material responsibility of the work."

Similarly, the Regional PPK explained that "PPTKs are not given any honorarium. As a PPK managing a budget of 25 billion rupiahs, I only receive one million, which I think is irrational considering the level of responsibility and the risks involved. It used to be reasonable before the 60% and 40% reductions. The incentive is insufficient and irrational, making people reluctant to take on the position."

This reduction has had a significant impact on the motivation and performance of procurement personnel, which in turn affects the quality and effectiveness of electronic procurement implementation. The adjustment in honorarium policy has led to dissatisfaction and the potential decline of morale among procurement officers.

Therefore, a comprehensive improvement in the implementation of e-procurement within the Inspectorate General is necessary — including the enhancement of human resource capacity and the upgrading of digital infrastructure — to ensure the effective optimization of the electronic procurement system.

Bureaucratic Structure

The bureaucratic structure is an essential element in policy implementation according to George Edwards III's theory. This structure encompasses the extent to which the implementing organization possesses clear standard operating procedures (SOPs) and the degree of fragmentation, referring to the division of authority or the involvement of multiple units, which can influence coordination and the effectiveness of policy implementation.

a. Standard Operating Procedures (SOP)

Several divisions within the Secretariat and Regional Units of the Inspectorate General of the Ministry of Home Affairs have implemented the e-procurement system in accordance with existing regulations; however, its application remains situational, depending on the urgency of the activity.

The absence of specific internal Standard Operating Procedures (SOPs) has led implementers to make decisions based on habit or prior experience. As a result, procurement is carried out electronically only when it is deemed technically and temporally feasible, while manual methods are used when digital procedures are perceived as impractical or too complex for urgent circumstances.

The lack of a formal SOP also means there are no clear benchmarks for evaluation or accountability in the implementation of e-procurement. Consequently, implementers are not sufficiently encouraged to make the electronic system the primary method for goods and services procurement.

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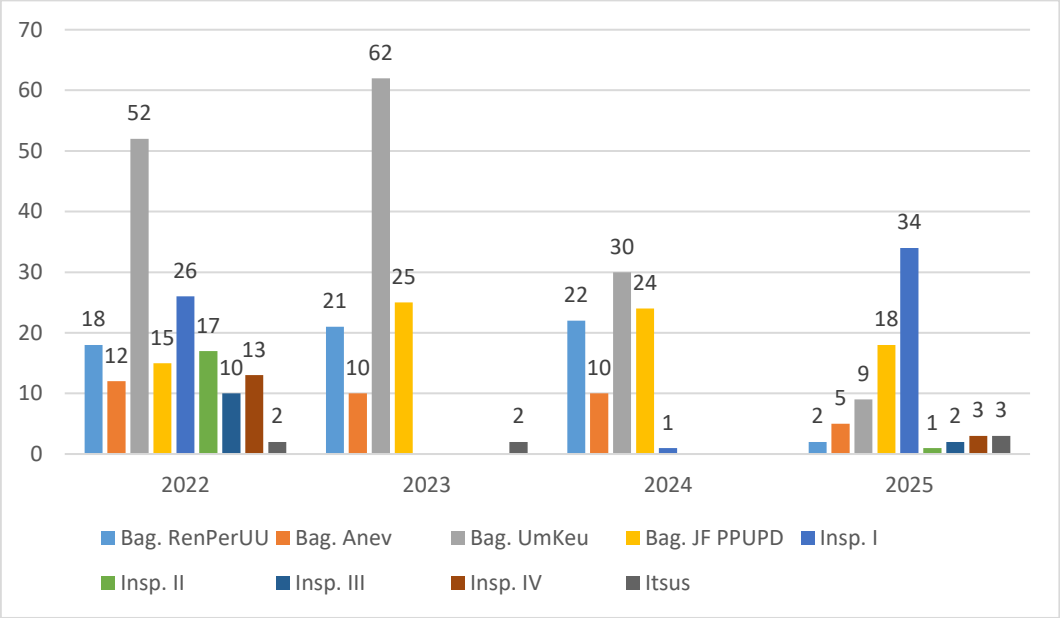
b. Fragmentation

Figure 4.7 Grafik Implementasi E-Purchasing PPTK



Source: compiled by researchers, 2025

The graph above shows the implementation of electronic procurement by each PPTK across divisions and regional units over the past four years. In 2022, there were still some electronic procurement activities, albeit limited. In 2023 and 2024, the use of e-purchasing decreased further, with some regional PPTKs not utilizing the system at all. By the mid-2025 fiscal year, the PPTK of Inspectorate I showed an increase in electronic procurement implementation compared to PPTKs in other divisions and regions.

To achieve a more balanced application of e-procurement, it is necessary to strengthen capacity and commitment in divisions and regions with lower adoption rates so that the use of the electronic system can be more evenly distributed. During interviews, the Secretary of the Inspectorate General, as the KPA, stated: "The existing fragmentation, where the General Affairs and Finance Division as the PBJ unit uses e-purchasing, while other divisions—especially regional units—lag behind, remains a challenge."

This fragmentation leads to unsynchronized implementation of e-purchasing, as each unit tends to operate according to its own needs without consistently referring to the same framework. As noted by the Regional PPK, activities in units such as Itsus are often incidental and difficult to plan, making consistent application of electronic procurement challenging. This reflects a high level of fragmentation, where cross-unit coordination is suboptimal and hinders the comprehensive implementation of e-purchasing.

The findings at the Inspectorate General of the Ministry of Home Affairs are consistent with Syarifuddin's research on the implementation of e-procurement policy using Edwards III's implementation theory, which indicates a lack of transparency due to shortcomings in the communication variable. Socialization regarding clarity and consistency has not been

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effectively carried out, and implementers have not optimally conducted dissemination activities.

In terms of resources, improvements are still needed because obstacles often occur during procurement implementation. The provision of facilities and infrastructure is not optimal, partly due to server connectivity issues with the applications used. Regarding disposition, there is also a need to enhance competence and expertise.

Beyond communication, resources, and disposition, the research also shows that the bureaucratic structure at the Inspectorate General has not fully supported smooth e-procurement. Misaligned administrative procedures and inter-unit coordination have caused a reliance on conventional procurement processes. This underscores that successful implementation depends not only on technology and staff competence but also on simplified procedures and clear lines of responsibility.

Supporting and Hindering Factors in the Implementation of Electronic Procurement of Goods and Services at the Inspectorate General of the Ministry of Home Affairs

Supporting Factors

The implementation of electronic goods and services procurement is supported by several factors, both internal and external to the Inspectorate General of the Ministry of Home Affairs. Based on interviews and observations conducted in this study, information was obtained regarding the supporting factors and obstacles in the implementation of electronic procurement within the Inspectorate General.

Availability of an E-Purchasing Implementation Support System

Support systems are the tools directly used in the implementation of electronic goods and services procurement. Based on an interview with Mr. Muhammad Arief Setiawan, the First Computer Officer at LKPP, on August 8, 2024, at 11:00 AM, he stated: “ICT facilities are quite supportive, with the integrated LPSE system continuously being developed in accordance with regulations and challenges encountered in the field.”

Observations by the researcher, supported by Table 4.8: Recapitulation of Electronic Goods and Services Procurement at the Inspectorate General of the Ministry of Home Affairs, show that e-purchasing is conducted through the Electronic Catalog, Bela Pengadaan, and Digipay One. The existence of an integrated e-purchasing system facilitates the procurement process, reduces dependence on manual methods, and enhances transparency..

Adequate Internet network

Based on the researcher’s observations, the internet network available both inside the Inspectorate General building and in the surrounding office area is adequate, as illustrated in Figures 4.3 to 4.9. A smooth and stable internet connection is key to ensuring seamless access and use of the e-procurement platform, allowing the goods and services procurement process to proceed without technical disruptions.

Existence of E-Purchasing Implementation Regulations

Based on the research findings and the researcher’s observations, there are several regulations supporting electronic goods and services procurement, including Presidential Regulations, Presidential Instructions, LKPP Regulations, Regulations from the Directorate

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General of Treasury at the Ministry of Finance, Circular Letters from the Secretary General of the Ministry of Home Affairs, and Internal Circulars within the Inspectorate General. Having a clear legal basis provides legitimacy and legal certainty in the implementation of e-purchasing. These regulations serve as guidelines that strengthen the governance of electronic-based procurement.

Effective Information Dissemination

Based on the research findings, "Supporting factors in the implementation of electronic goods and services procurement (PBJP) include the existence of regulations and the SPSE platform that facilitates processes, the involvement of competent human resources, and information technology support." This is evidenced by the data in Figure 4.2, showing the development of information dissemination, and Table 4.7, the PBJP WhatsApp group, which demonstrates effective communication and coordination in the implementation of electronic PBJP. A well-functioning internal communication process ensures that all procurement personnel understand every system update, regulatory change, and technical procedure. This effectiveness also enhances inter-unit coordination and reduces the potential for errors.

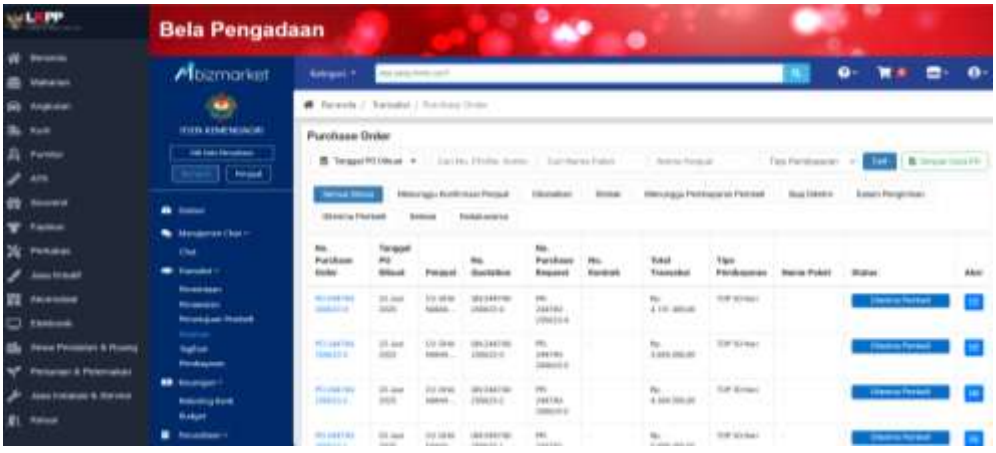
Time and Cost Savings

Based on the research findings, "a supporting factor in the implementation of e-purchasing is that accountability is maintained, as there is no room for fraud, such as price mark-ups. The use of electronic applications enhances the transparency of product prices." By implementing electronic PBJP, the procurement stages are shortened compared to conventional methods. Face-to-face meetings are not required, and operational costs are significantly reduced, making the process more efficient in terms of both time and expenses.

Easier Monitoring and Auditing Capabilities

Electronic PBJP facilitates real-time transaction tracking, making supervision, evaluation, and auditing easier to prevent irregularities. With an electronic system, procurement data can be accessed in real time by leadership and auditors. This capability allows for faster, more transparent, and well-documented monitoring and tracking of the procurement process, thereby strengthening accountability. This is demonstrated by the following transaction data from the electronic system.

Figure 4.8 Procurement Transactions on Mbiz Market



Sourch: https://belapengadaan.lkpp.go.id

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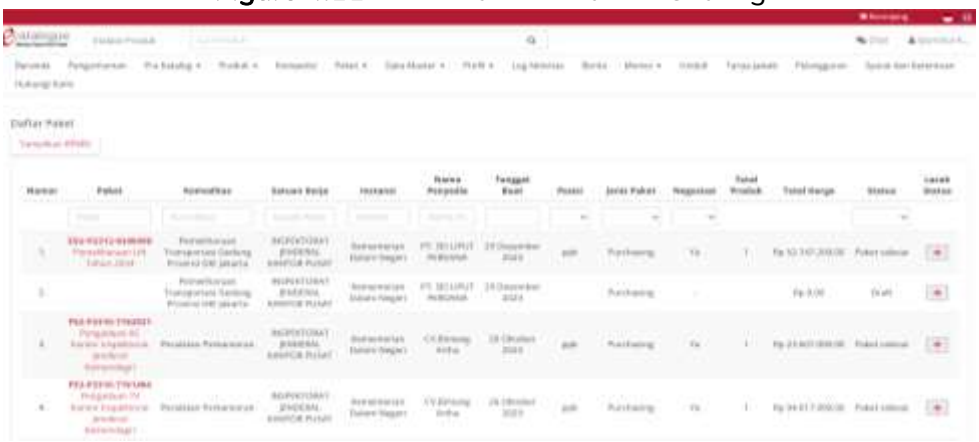
The image above shows Bela Pengadaan – Mbiz Market transactions, an e-purchasing platform integrated with LKPP to facilitate online government goods and services procurement. The visible menu displays the Purchase Order (PO) process, where each procurement transaction is presented with the following details:

1. PO Number and PO Date – identify the order and indicate when it was created.
2. Seller Name & Quotation Number – provide information about the goods/services provider along with the offer and contract documents.
3. Total Transaction & Payment Type – show the purchase amount and payment method, such as *"TOP (Term of Payment) 30 Days"*.
4. Status Menu – indicates the transaction stage, such as *Accepted by Buyer, Awaiting Seller Confirmation, In Delivery,* and *Completed/Cancelled*.

Figure 4.11 Transactions on the E-Catalog



Sourch : https://e-katalog.lkpp.go.id

The LKPP E-Catalog page shown in the image, particularly the Package List section, contains details of government goods and services procurement transactions conducted electronically. The information displayed includes:

1. Package Number & Name – the identification of the procurement package (e.g., elevator maintenance, AC procurement, TV procurement).
2. Commodity and Work Unit – the type of goods/services and the ordering unit; in this case, the Inspectorate General, Ministry of Home Affairs Headquarters.
3. Provider Name & Creation Date – the supplier of the goods/services and the date the package was created.
4. Package Type & Position – indicates the type of transaction (Purchasing) and the process stage, such as PPK or Draft.
5. Total Products & Total Price – the number of items and the total contract value of the procurement.
6. Status & Track Status – shows the progress of the package, such as Completed or still Draft.

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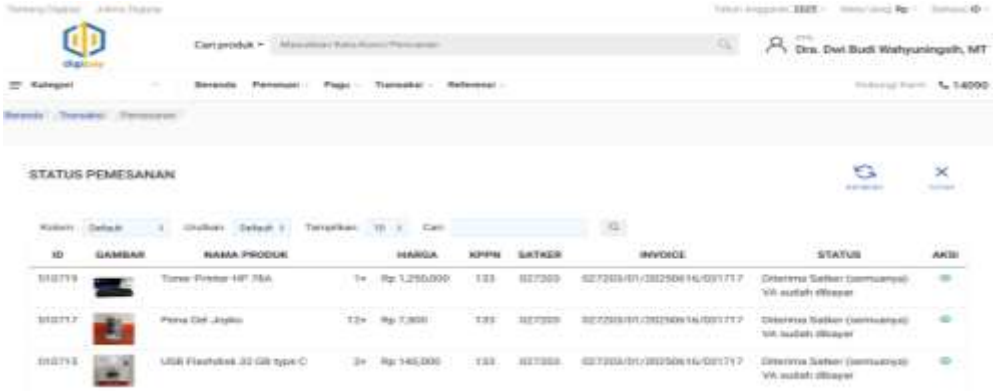
Figure 4.12 Transactions on Digipay One



Sourch : https://digipaysatu.kemenkeu.go.id

The Digipay One page is integrated with the virtual account (VA) payment system, where payments are processed by the Treasurer. The Order Status section displays details of procurement transactions conducted by the work unit, with the main information as follows:

1. ID & Product Image – the identity and photo of the ordered item.
2. Product Name & Quantity – for example, HP 78A Printer Toner, Joyko Gel Pen, and 32 GB USB Flash Drive.
3. Price, KPPN, & Satker – the unit price, State Treasury Office code (KPPN), and the ordering work unit code (Satker).
4. Invoice – the official invoice number for record-keeping and payment processing.
5. Status – indicates the progress, such as *Received by Satker (all)* and *VA Paid*, showing that the goods have been received and payment via the virtual account has been completed.

Inhibiting Factors

Limitations of Human Resources in Functional Positions for Goods/Services Procurement

The lack of competent functional procurement personnel (JF PBJ) can hinder the implementation of electronic PBJP, making more intensive training and certification necessary. Based on Table 4.1: Composition of Inspectorate General Employees, there is only one JF PBJ, who does not yet possess a PBJ certificate. The limited number of functional procurement officers is insufficient relative to the existing workload. Additionally, they lack optimal technical skills, which results in less effective e-purchasing implementation and increases the potential for technical errors.

Inadequate Internal Resources

Infrastructure, such as inadequate computers and laptops, can disrupt the smooth implementation of electronic procurement. Units that lack proper supporting facilities may experience reduced effectiveness in using the electronic procurement system. This is supported by the BMN data graph of the Inspectorate General in Figure 4.10, which shows that computers and laptops, essential devices for directly implementing electronic PBJP, require upgrades due to their age and usage.

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Absence of Internal SOPs

The absence of specific Standard Operating Procedures (SOPs) for e-purchasing within the Inspectorate General of the Ministry of Home Affairs creates a potential for inconsistency. Currently, the Inspectorate General only issues internal circulars to guide the implementation of electronic PBJP. This situation poses a risk of discrepancies between field practices and the policies that should be followed

Tidak Absence of Rewards and Punishments in the Implementation of E-purchasing

The absence of a reward system for high-performing employees or sanctions for those neglecting their duties reduces staff motivation to optimize e-purchasing. The lack of clarity in rewards and penalties prevents implementers' work enthusiasm from being maintained at an optimal level. Without clear incentives or consequences, e-purchasing tends to be carried out only to fulfill formal obligations, rather than as part of a genuine commitment to policy implementation in executing electronic PBJP.

Reduction of Incentives for Procurement Managers

Based on Table 4.10, the reduction of procurement personnel incentives in the form of honoraria can lower motivation and commitment to fully implement the electronic system. This situation may also affect performance, speed, and accuracy in carrying out electronic procurement tasks, particularly for PPTKs who, despite not receiving honoraria, play a critical role in executing electronic goods and services procurement.

Use of E-Purchasing is Optional

The internal policy between the Secretariat PPK and Regional PPK in the Inspectorate, which makes electronic PBJP optional rather than mandatory, has led some units to continue relying on conventional methods, thereby hindering digital transformation. During an interview, Mr. Andi Muh Tommy Nganroputra, S.STP., M.Si, a PPTK in the Special Inspectorate, stated: "If electronic PBJP remains optional, we tend to choose manual methods. If obstacles can be overcome, it is possible that the application will be used."

This statement aligns with the reality that tasks within the Special Inspectorate are often urgent and sometimes unplanned, based on leadership needs. The flexibility in using e-purchasing for certain types of expenditures means that not all work units utilize it to the fullest, which weakens the primary objectives of the system: efficiency, transparency, and accountability in procurement.

Strategy for Implementing Electronic Procurement of Goods and Services at the Inspectorate General of the Ministry of Home Affairs

Based on the description of the electronic goods and services procurement conditions at the Inspectorate General of the Ministry of Home Affairs and the factors hindering e-purchasing implementation, it can be concluded that, in general, electronic procurement is already in operation.

However, when viewed from the perspective of consistency in implementation, electronic procurement remains optional, meaning that further analysis is needed to identify strategies for effectively implementing electronic goods and services procurement at the Inspectorate General of the Ministry of Home Affairs.

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Identification of the Internal Environment

Strengths

In implementing electronic goods and services procurement, certain strengths are needed to ensure transparent and accountable procurement in accordance with existing regulations. Based on interviews and the researcher's observations in identifying supporting factors, it can be concluded that the strengths of government electronic procurement include: Adequate internet network, Existence of internal regulations for e-purchasing implementation, Effective information dissemination, Time and cost savings due to automated and structured processes, Enhanced monitoring and auditing capabilities, as all processes are digitally documented.

Weaknesses

In addition to strengths, there are also weaknesses in implementing electronic procurement that hinder the enhancement of PBJP. Based on research findings and the researcher's observations, these weaknesses include: Human resources in functional procurement positions are insufficient or lack competence, Internal facilities and infrastructure are inadequate, Absence of internal Standard Operating Procedures (SOPs), Lack of a reward and punishment system for e-purchasing implementation, Reduction of incentives for procurement personnel, E-purchasing remains optional, rather than mandatory.

Identification of the External Environment

Opportunities

Based on the research findings, strategies to address limited stock types include encouraging vendors to register on the e-catalog or online stores, providing training and certification for employees to meet PBJ qualifications, and offering honoraria due to declining PPK motivation caused by disproportionate workload. Additionally, budget allocation can be split and PPK responsibilities distributed to reduce individual burdens.

This approach demonstrates two focal points: External: expanding vendor participation to overcome stock limitations, Internal: enhancing employee competence and providing incentives. According to Edwards III's theory, this involves resources in terms of HR competence and vendor support, as well as disposition, since honoraria and responsibility distribution help maintain implementers' motivation and commitment to policy.

Interviews and researcher observations indicate that successful implementation of electronic procurement at the Inspectorate General of the Ministry of Home Affairs depends on the synergy between improving HR competence, optimizing technology, engaging vendors, and incentive policies, along with full government support for bureaucratic digitalization. Continuous technological innovation supports system effectiveness and increases public trust in the procurement process.

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Threats

Threats are external factors that have the potential to hinder the enhancement of electronic goods and services procurement implementation. Based on interviews and the researcher's field observations, several factors identified as threats include:

a. Potential Cyberattacks or Sensitive Data Leaks
The e-procurement system stores sensitive data, including contract information, procurement documents, and vendor data. Cyberattacks (hacking, malware, phishing) can lead to data breaches, compromise procurement process integrity, and cause financial and reputational losses. In an interview, Mr. Muhammad Arief Setiawan, First Computer Officer at LKPP, explained preventive measures for cyber threats:
   1. Reset passwords periodically every 3 months to minimize hacking risks.
   2. Use strong passwords with complex combinations that are hard to guess.
   3. Enable two-step verification via SPSE Authenticator.
   4. Be cautious of suspicious messages, avoiding clicking unknown links or making transfers.
   5. Monitor login activity through LPSE; if suspicious activity is detected, immediately reset passwords or change the email.

b. Displayed Prices on Marketplaces Tend to Be High
Researcher observations on the Mbiz Market platform revealed that a platform fee is charged to sellers, calculated based on the following:

Table 4.12 Mbiz Market Platform Fee

No.	PO Value between Buyer and Seller (Rp)	Platform Fee
1	75,000 – 50,000,000	2%
2	>50,000,000 – 200,000,000	1.5%
3	>200,000,000	1%

Sourch: https://www.mbizmarket.co.id

The imposition of a platform fee aims to enhance service quality and transaction convenience for sellers, as well as to support the development of features and smooth operation of the platform. However, the platform fee may cause the displayed prices on the vendor catalog to increase, which can potentially reduce the implementation of electronic goods and services procurement. Based on the researcher's observations of procurement documents conducted by PPK, both manually and via the system (Mbiz Market) for the same vendor, the prices listed in the procurement documents were the same for both manual and electronic transactions.

c. Resistance from Employees or Vendors Accustomed to Manual Systems
Buyers and sellers who are reluctant to adapt to new technology, or who perceive manual methods as more flexible or controllable than electronic systems, can slow the transition process and reduce the effectiveness of e-procurement.

d. Technical Disruptions in the LPSE System
In an interview, Mr. Muhammad Arief Setiawan, First Computer Officer at LKPP, explained:

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"System disruptions have occurred, though not very frequently. These disruptions are usually caused by technical issues with the SPSE server or system maintenance. When disruptions occur, the relevant team will take accelerated recovery measures so that affected services and applications can resume operation quickly. During the disruption period, notifications will be issued via official LKPP letters and website."

Furthermore, the researcher's observations found that the e-procurement applications experiencing technical disruptions include:

Figure 4.13 Technical Disruptions in LPSE

Sourch : https://lpse.kemendagri.go.id

Figure 4.14 Technical Disruptions in E-Catalog

sourch: https://e-katalog.lkpp.go.id

Figure 4.15 Technical Disruptions in Mbiz Market

Sourch : https://www.mbizmarket.co.id

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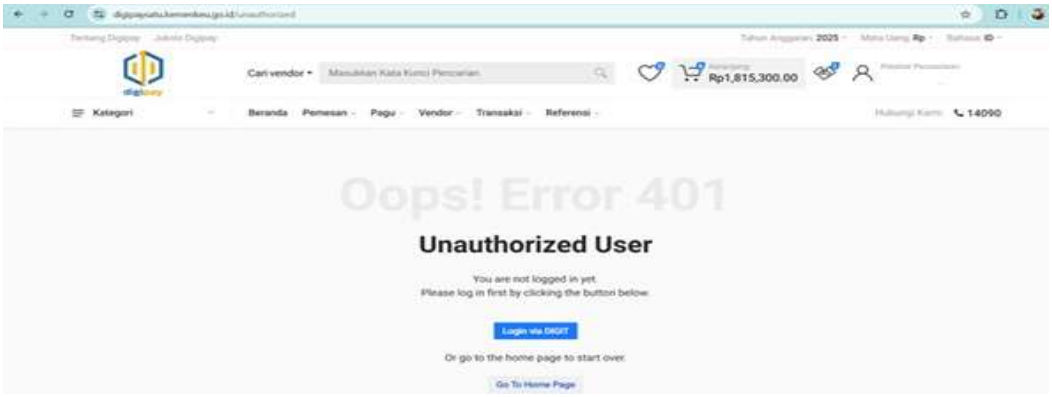
Figure 4.16 Technical Disruptions in Digipay One



Sourch: https://digipaysatu.kemenkeu.go.id

Based on the screenshot evidence of technical disruptions in electronic goods and services procurement applications, such issues can delay the procurement process and cause user dissatisfaction. Limited Types of Needs in Online Stores and E-Catalog Based on the research findings, the limited variety of items listed in online stores and e-catalogs, along with the ordering mechanism requiring at least one-day notice (H-1), poses a challenge. Often, office activities are organized suddenly according to leadership directives, making it difficult to meet urgent procurement needs.

SWOT Matrix

After identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats), the researcher proceeded to formulate strategies that could be used to enhance electronic goods and services procurement. This was done by reflecting on various possibilities, which are combinations of the four indicators, to develop four types of strategies: S-O Strategy, S-T Strategy, W-O Strategy, and W-T Strategy, presented in a SWOT matrix.

The assessment using a litmus test in this study involved asking questions directed to the Secretary of the Inspectorate General, as the Budget User Authority, who serves as the internal policy maker. Questions were only given to informants considered influential in efforts to improve the implementation of electronic procurement. Based on the results of the litmus test, 11 strategic issues previously identified through the SWOT matrix were classified according to their strategic significance, as shown in Table 4.25 below.

Table 4.25. Classification of Strategic Issue Criteria

No.	Quadrant	Strategic Issue	Total Score	Issue Criteria
1	S-O	Developing communication quality by maintaining and enhancing coordination with cross-sector procurement agencies in socialization, planning, and implementation of goods and services procurement	37	Very Strategic

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No.	Quadrant	Strategic Issue	Total Score	Issue Criteria
2	S-O	Commitment and consistency to maintain quality and improve the implementation of electronic procurement	32	Very Strategic
3	S-O	Conducting continuous monitoring and evaluation to ensure effective and efficient implementation of electronic PBJ	23	Moderately Strategic
4	S-T	Strengthening cybersecurity of the electronic procurement system to prevent attacks and data breaches	34	Very Strategic
5	S-T	Encouraging vendors to register on the e-catalog or online store	22	Moderately Strategic
6	S-T	Achieving price agreements with providers through negotiation	22	Moderately Strategic
7	W-O	Conducting ongoing training to develop human resource capabilities in the e-procurement system	25	Moderately Strategic
8	W-O	Development and enhancement of facilities and infrastructure capacity	35	Very Strategic
9	W-O	Implementation of rewards and punishments in the application of electronic goods and services procurement	34	Very Strategic
10	W-T	Planning a digital risk mitigation roadmap and forming a rapid response team for system disruptions	35	Very Strategic
11	W-T	Creating internal SOPs for procurement in accordance with applicable regulations	24	Moderately Strategic

Source: Processed by the researcher

The assessment results from the table above indicate that out of the 11 strategic issues identified through the SWOT analysis, 6 issues are classified as very strategic and can be implemented to enhance the electronic procurement of goods and services at the Inspectorate General of the Ministry of Home Affairs, namely:

1. Development of communication quality by maintaining and enhancing coordination with cross-sector procurement agencies in the implementation of socialization, planning, and execution of goods and services procurement.
2. Planning a digital risk mitigation roadmap and establishing a rapid response team for system disruptions.
3. Development and enhancement of infrastructure and facilities to support electronic procurement activities.
4. Strengthening cybersecurity of the electronic procurement system to prevent attacks and data breaches.

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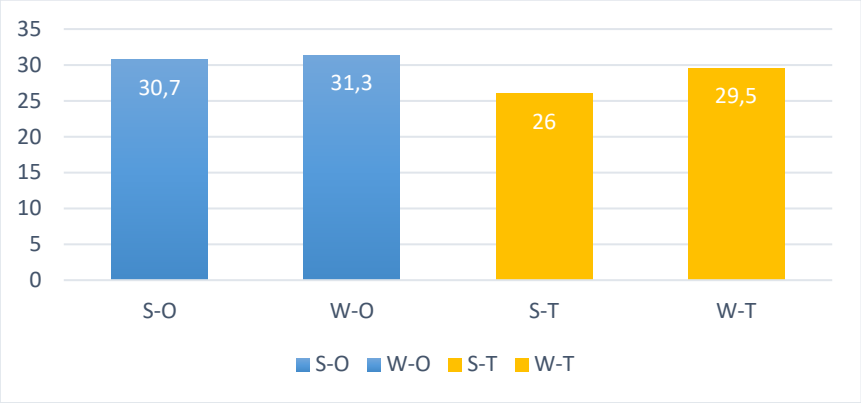
5. Implementation of rewards and punishments in the electronic procurement of goods and services.
6. Commitment and consistency to maintain quality and improve the execution of electronic procurement.

Meanwhile, the other 5 issues are classified as quite strategic, namely:

1. Conducting continuous training to develop the competencies of human resources in the e-procurement system.
2. Establishing internal SOPs for procurement in accordance with applicable regulations.
3. Implementing continuous monitoring and evaluation to ensure that electronic procurement of goods and services is carried out effectively and efficiently.
4. Encouraging vendors to register in the e-catalog or online marketplace.
5. Reaching price agreements with suppliers through negotiation.

The results of the litmus test, mapped into the categories of very strategic and quite strategic based on the comparison of SWOT matrix quadrants, show the average litmus test scores as follows:

Figure 4.17 Litmus Test Score Comparison Chart



Source: Processed by the researcher, 2025

The chart above shows that the most strategic quadrants are S-O and W-O, with the highest average score in the W-O strategy at 31.3. Meanwhile, the average scores for the S-T and W-T strategies are lower, making them lower-priority compared to the other two quadrants. In this context, enhancing the implementation of electronic procurement at the Inspectorate General of the Ministry of Home Affairs by maximizing internal strengths and external opportunities, as well as addressing weaknesses through these opportunities, becomes the primary priority..

CONCLUSION

The implementation of electronic procurement (e-procurement) at the Inspectorate General of the Ministry of Home Affairs, in general, has complied with government regulations regarding the use of electronic systems in procurement. Applications such as SPSE, SiRUP, Bela Pengadaan, E-Katalog, and Digipay One have been utilized in procurement processes. However, the implementation of e-procurement within the Inspectorate General of the Ministry of Home Affairs is not yet fully optimal, as some departments and regions still

conduct procurement manually due to limited understanding of the system or technical issues in the field. This inconsistency makes it difficult to achieve fully transparent and accountable procurement. Therefore, e-procurement implementation at the Inspectorate General still requires improvements focused on increasing uniformity in system-based procurement. Procurement of goods and services should not only comply with regulations but also become part of the work culture, where personnel have the responsibility to support effective, efficient, and accountable government procurement. Supporting factors for the implementation of electronic procurement at the Inspectorate General include the availability of systems supporting e-purchasing, adequate internet networks, existing regulations for e-purchasing implementation, effective information dissemination, time and cost savings, and easier monitoring and auditing capabilities. On the other hand, inhibiting factors affecting suboptimal implementation include limited human resources in functional procurement positions, inadequate internal facilities, absence of internal SOPs, lack of rewards and punishments in e-purchasing implementation, reduced incentives for procurement managers, and optional use of e-purchasing. Strategies for implementing electronic procurement at the Inspectorate General of the Ministry of Home Affairs include: Developing communication quality by maintaining and improving communication with cross-sectoral procurement agencies during socialization, planning, and execution of procurement; Planning a digital risk mitigation roadmap and establishing a rapid response team for system disruptions; Developing and enhancing infrastructure and facilities; Strengthening cybersecurity for electronic procurement systems to prevent attacks and data breaches; Implementing rewards and punishments in electronic procurement; Ensuring commitment and consistency to maintain quality and improve the execution of e-procurement.

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