

Strategy to Increase the Procurement Governance Index Value on E-Purchasing Indicators

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ABSTRACT: This study aims to identify the causes of the Procurement Governance Index (ITKP) value, especially in the e-purchasing indicator, which is still 0 and how to develop a strategy to increase the ITKP value for the e-purchasing indicator within the Ministry of Health. The method used is a qualitative method by conducting interviews and also reviewing documents. The results of the study found that there are factors that cause the ITKP value for the e-purchasing indicator to be 0, including procedural factors that have not been carried out to completion, human resource factors that still have difficulty in dividing the time to complete administrative work on the system, method factors that circulars and socialization have been made ineffective, and external factors, namely bar/service providers who also have a hand in completing the e-purchasing package. The recommended strategy for problem solving is to provide socialization and technical guidance on the flow of the e-purchasing implementation process by a special work team, in addition, applications/monitoring tools can be created to help monitor the implementation of the e-purchasing package, recalculate the workload to ensure the quality of administrative completion work on the system, and conduct socialization to PPK/PP to add clauses to the contract related to the provider's obligation to complete administrative obligations on the electronic catalog system.

Keywords: Strategy, Procurement Governance Index, E-Purchasing, Procurement Goods/Services Procurement



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INTRODUCTION

Procurement of goods and services activities in general is one of the activities in the budget spending process ([Saidah, Ningtyas, Sari, & Purwoko, 2024](#); [Karwiyah, Eprilia, & Pertiwi, 2022](#)). The procurement of goods and services by the government is an activity aimed at acquiring goods and services to meet the needs of ministries, institutions, regional agencies, and government agencies ([Mawarni, Gamaputra, & Meilinda, 2020](#)). A good procurement system for goods and services is a procurement system for goods and services that is able to implement the principles of good governance, encourage efficiency and effectiveness of public spending, and organize the

behavior of the three pillars (government, community, private sector) in implementing good governance ([Andriyani, 2012 in Suronoto, Wantu, & Mirantie, 2020](#)).

E-Procurement is a procurement method through auction in the procurement of government goods and services using a technology-based information system that aims to be effective, efficient, open and accountable ([Sutedi, 2012 in Sahar & Sari, 2022; Barjaniwarti & Suryaningrat, 2022](#)). Research by Nugroho (2015), M. Salim (2016) and Akbar (2019) shows that the e-procurement system has a significant and positive effect on preventing fraud in government procurement of goods/services (Utami, 2020).

Procurement Governance Indicators (ITKP) are an assessment of indicators that measure procurement governance at the operational level, both in terms of human resources and institutions, as well as in terms of utilization of the procurement system (Malynda, n.d.). The Procurement Governance Index (ITKP) with a Minimum Good Rating has become one of the indicators for achieving a Clean and Accountable Bureaucracy, as outlined in the Minister of Administrative and Bureaucratic Reform Regulation No. 25 of 2020 on the Bureaucratic Reform Road Map 2020–2024. The goal of the 2020–2024 Bureaucratic Reform is to create a good and clean government.

The expected outcome of Bureaucratic Reform (RB) is to establish a government that is clean, accountable, and capable, enabling it to serve the public quickly, accurately, professionally, and free from Corruption, Collusion, and Nepotism (KKN). In relation to this, the Government Procurement Policy Agency (LKPP), as the leading sector for ITKP with a Minimum Good Rating, provides explanations regarding ITKP with a Minimum Good Rating to all Ministries/Institutions/Regional Agencies.

Through the Circular Letter of the Head of LKPP Number 4 of 2021 on the Explanation of the Procurement Governance Index with a Minimum Good Rating as an "Intermediate" Indicator in the Bureaucratic Reform Index, it is explained that the ITKP with a Minimum Good Rating consists of indicators that measure procurement governance at the operational level as follows:

1. Utilization of the Procurement System, which consists of:
 - a. General Procurement Plan Information System (SiRUP);
 - b. E-Tendering (Tender/Selection/Quick Tender);
 - c. E-Purchasing;
 - d. Non E-Tendering and Non E-Purchasing; and
 - e. E-Contract.
2. Qualifications and competence of procurement human resources (HR)
3. The Maturity Level of the Goods/Services Procurement Work Unit (UKPBj)

The rating of the ITKP with a Minimum Good Rating is the total score of all indicators, which consist of:

Table 1. ITKP Rating Table

No.	Rating	Value
1	Outstanding	Score of 100 (one hundred)
2	Very Good	Score range > 90 (greater than ninety) to 70 (greater than seventy) to 90 (ninety)
3	Good	Score range > 70 (greater than seventy) to 90 (ninety)
4	Satisfactory	Score range > 50 (greater than or equal to fifty) to 70 (seventy)
5	Poor	Score < 50 (less than fifty)

LKPP has conducted two assessments of the ITKP since the explanation about ITKP was disseminated. In 2021, LKPP assessed the ITKP for 83 Ministries/Institutions (K/L), and the assessment results were communicated through LKPP Letter Number 27613/SES/12/12/2021 dated December 3, 2021, regarding the Submission of Data Related to the Procurement Governance Index for Ministries/Institutions/Regional Governments in 2021. The results showed that 9 K/L received a Good rating, and 12 K/L received a Satisfactory rating, while the majority, or 62 K/L, still had a Poor rating. Subsequently, for the 2022 ITKP assessment, based on information from Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah as of November 22, 2022, an assessment was conducted for 82 K/L, with 14 K/L receiving a Good rating, 11 K/L receiving a Satisfactory rating, and the remaining 57 K/L still holding a Poor rating.

The assessment of the ITKP for the Ministry of Health in 2021 received a rating of Poor, with a final score of 45.68%, resulting from the accumulation of scores from four indicators and sub-indicators evaluated in 2021. For the procurement planning assessment in SiRUP, a score of 5.34 was achieved out of a maximum possible score of 10. The evaluation of the E-Tendering implementation in the ITKP assessment for 2021 had a maximum score of 20, while the final score obtained by the Ministry of Health for E-Tendering was 14.60. Additionally, the indicators for the Competency Qualification of Procurement Services (PBJ) and the Maturity Level of UKPBJ received scores of only 7.96 and 17.78, respectively, with the maximum possible scores for these indicators being 30 and 40.

Table 2. Final Assessment Table of the ITKP for the Ministry of Health in 2021

Name of Ministries/Agencies	Value per Indicator				Total Value with Weighting	Rating
	SiRUP	E-Tendering	Qualification Competencies of Procurement HR	Maturity Level of the Procurement Unit		
Ministry of Health	5.34	14.60	7.96	17.78	45.68	Less

In 2022, the assessment of the ITKP for the Ministry of Health was conducted again, with 7 indicators evaluated. The SiRUP indicator retained the same weight as the previous year, with a maximum score of 10; the score achieved for 2022 was 6, representing an increase of 0.66 points

from the previous year. For E-Tendering in 2022, there was a change in the weight of the assessment. The maximum score for E-Tendering in the previous year was 20, whereas in 2022 it was reduced to 5. The ITKP score for the Ministry of Health for the E-Tendering indicator was relatively good, at 4.9. Unfortunately, the scores for the Non E-Tendering/Non E-Purchasing and E-Contract indicators were still not satisfactory, at 2.9 and 2.8, respectively, with the maximum scores for each indicator being 5. Meanwhile, the indicators for the Competency Qualifications of PBJ Human Resources and the Maturity Level of UKPBJ received scores of 7.20 and 35.60, respectively, with the maximum scores for each being 30 and 40.

Table 3. Final Assessment Table of the ITKP for the Ministry of Health in 2022

Name of Ministries/Agencies	Value per Indicator							Total Value with Weighting	Rating
	SiRUP	E-Tendering	E-Purchasing	Non e-Tendering/Non e-Purchasing	E-Contract	Qualifications of Competencies of Procurement HR	Maturity Level of the Procurement Unit		
Ministry of Health	6	4.90	0.00	2.90	2.80	7.20	35.60	59.3	Sufficient

In 2022, the Ministry of Health established a Procurement Bureau for Goods and Services, where the qualification of competencies and the level of maturity can be maximized through the establishment of this unit.

Study by Malynda (n.d.) raises the same problem related to ITKP. Specifically, this study discusses the indicators of the qualifications and competencies of HR in Langkat Regency which are still at a score weight of 9.13. The Qualifications and Competencies of PBJ Procurement of Goods/Services HR are one of the indicator components that have an assessment weight of 30% of the total assessment of the overall indicator.

The study conducted by Aditya, Suliantoro, & Sari (2018) discusses the best acquisition strategies resulting from both inefficient and efficient procurement processes at Diponegoro University, based on previous strategies. This study does not explore new strategies; rather, it compares existing regulations with other methods to identify inefficiencies based on the evaluation results of the research. Another study by Teten (2020) found that the e-procurement process has been functioning well within the human resource system and has resulted in efficiency. However, there is still a need for improvement in terms of costs and time. This study also measures the efficiency of e-tendering usage.

The assessment of the ITKP for the Utilization of the Procurement System indicator includes sub-indicators such as SiRUP, E-Tendering, E-Purchasing, Non E-Tendering/Non E-Purchasing, and E-Contracts. The evaluation of the ITKP is highly dependent on the quality of the implementation of each sub-indicator across all work units within the Ministry of Health. The Ministry of Health has a total of 216 work units, which are divided into several types of authority, namely KP, KD,

and Deconcentration. In previous research, there has been no analysis of the performance of procurement of goods/services using the e-purchasing method in relation to the ITKP. Therefore, this study aims to identify the underlying factors and design appropriate strategies to address these issues.

METHOD

This research is a descriptive qualitative, one of the types of research that is included in the type of qualitative research. According to Moleong (2018), Bogdan and Taylor explain that qualitative methodology is a research method that produces data in the form of descriptions, either written or spoken, obtained from individuals and observed behaviors. In employing the descriptive qualitative research method, the researcher seeks to understand reality from the perspective of experts in the field. The characteristics of descriptive research involve data that is obtained in the form of words, images, and not numerical figures, unlike quantitative research ([Rusandi & Rusli, 2021](#)). This method was chosen as one of the approaches to gain an understanding of the governance index assessment on the e-purchasing indicator within the Ministry of Health of the Republic of Indonesia. In descriptive research, the researcher will examine the events that are central to the issue and then attempt to illustrate them as they are.

The method used for data collection is the descriptive-analytical method, which is employed to obtain information about the governance index assessment on the e-purchasing indicator within the Ministry of Health of the Republic of Indonesia. According to Nazir (2014) in research methodology, the purpose of this descriptive-analytical research is to create a systematic, factual, and accurate description, depiction, or portrayal of the facts, characteristics, and relationships among the phenomena being investigated.

The data collection techniques in this study are observation, interviews, and document analysis related to the Strategy for Improving the Score of the Procurement Governance Index for Goods/Services within the Ministry of Health. This research employs in-depth interviews with the aim of uncovering issues in a more open and intensive manner, where the interviewees are asked for their opinions and ideas. The interviewees are selected using purposive sampling technique. Purposive sampling technique is the technique of taking data source samples with certain considerations, for example the person is considered to know the most about what we expect or perhaps he is a ruler so that it will make it easier for researchers to explore the object/social situation being studied ([Sugiyono, 2017](#)). The interviewees for this research include:

1. Informant 1: Head of the Sectoral Electronic Catalog Management Team
2. Informant 2: Commitment Maker within the Vertical Hospital of the Ministry of Health
3. Informant 3: Commitment Maker within the Central Office of the Ministry of Health
4. Informant 4: Commitment Maker within the Health Polytechnic of the Ministry of Health
5. Informant 5: Commitment Maker within the Health Quarantine Center of the Ministry of Health
6. Informant 6: Commitment Maker within the Health Training Center of the Ministry of Health

According to Sugiyono (2019), the components of data analysis involve several aspects, such as:

1. Data Reduction

Data reduction is the process of summarizing data, then sorting it into specific conceptual units, certain categories, and specific themes (Rijali, 2018). Summarizing data means summarizing, highlighting important points, emphasizing relevant aspects, and identifying possible themes and patterns of regional asset management. The data obtained from the field research is then presented or explained in a detailed report.

2. Data Presentation

The results of qualitative research can be presented in various ways, such as brief summaries, diagrams, relationships between categories, and other methods. The basic principle of data presentation is to share the researcher's understanding of a particular topic with others (Saleh, 2017). According to Miles and Huberman (2014), the most commonly used technique for presenting information in qualitative research is through narrative text. In this case, the data that has been collected and summarized based on the pattern/theme of regional asset management is presented in the form of narrative text.

3. Verification or Conclusion Drawing

In qualitative research, the conclusions may answer the research questions formulated initially, but they also might not, as the issues and research questions in qualitative studies are often tentative and can evolve once researchers are in the field. This adaptability allows the research to be shaped by field findings and insights gained during the study. (Sidiq & Choiri, 2019). However, if strong and consistent evidence supports the initial conclusions when the researcher returns to the field to gather more data, those conclusions become more credible and convincing.

RESULT AND DISCUSSION

Factors Causing ITKP Value for E-Purchasing Indicators in the Ministry of Health is Still 0

Procedure Factors

Based on the Circular Letter of the Head of LKPP Number 4 of 2021 regarding the Explanation of the Procurement Governance Index with a Minimum Good Rating as an "Intermediate" Indicator in the Bureaucratic Reform Index, it explains that the ITKP with a Minimum Good Rating provides an overview of the implementation of e-purchasing and the assessment criteria for e-purchasing that will be taken into account starting in 2022. The e-purchasing process includes:

- a. Creation of e-purchasing packages
- b. Negotiation (if any) and Approval of the e-purchasing package
- c. Creation of Purchase Order/Contract
- d. Delivery of goods/services
- e. Handover of goods/services
- f. Payment
- g. Evaluation of provider performance

The Ministry of Health receives an ITKP score for the e-purchasing indicator if it has completed at least 50% of all e-purchasing packages within a fiscal year, with e-purchasing packages considered completed once they reach the goods/services handover stage. The completion of e-purchasing packages is carried out by the Commitment Making Officials (PPK) in each work unit within the Ministry of Health. Packages that are considered active are those e-purchasing packages that have the status of negotiation, PPK/Provider agreement, sent, and completed.

Based on the documentation results from the data obtained from the Procurement of Goods and Services Bureau of the Ministry of Health, in the 2022 fiscal year, there were 27,487 e-purchasing packages, and only 966 e-purchasing packages, or 3.51%, were processed to completion. Meanwhile, in the 2023 fiscal year, there were 39,506 e-purchasing packages, with only 4,333 packages, or 10.97%, completed. From this data, it can be concluded that the Ministry of Health never completed at least 50% of the e-purchasing packages from the total e-purchasing packages in each fiscal year for 2022 and 2023. As a result, for those fiscal years, the ITKP value for the e-purchasing indicator did not receive a score. According to the assessment criteria and values stated in the Circular Letter of the Head of LKPP, the Ministry of Health received a score of 0 (zero) for e-purchasing if the completion of packages to a finished status is below 50%.

A summary of the completion status of e-purchasing packages for the Ministry of Health for the 2022 and 2023 Fiscal Years can be seen in the table below:

Table 4. Completion of The E-Purchasing Package for the Ministry of Health in the 2022 Fiscal Year

Status	Year 2022	
	Number of Packages	%
Package Preparation	0	0%
Negotiation	0	0%
Purchase Order Creation	11.738	42,70%
Delivery	14.703	53,49%
Handover		
Payment	966	3,51%
Performance Evaluation		
Total Packages	27.487	100%

Source: Documentation of E-purchasing Transaction Data from the Bureau of Procurement of Goods and Services

Table 5. Completion of The E-Purchasing Package for the Ministry of Health in the 2023 Fiscal Year

Status	Year 2023	
	Number of Packages	%
Package Preparation	0	0%
Negotiation	0	0%
Purchase Order Creation	17.141	43,39%
Delivery	18.029	45,464%
Handover		

Payment	4.333	10,97%
Performance Evaluation		
Total Packages	39.506	100%

Source: Documentation of E-purchasing Transaction Data from the Bureau of Procurement of Goods and Services

In 2023, the Ministry of Health's ITKP score has received a good rating, but the e-purchasing indicator is still 0 (zero).

PENILAIAN FINAL INDEKS TATA KELOLA PENGADAAN (ITKP) KEMENTERIAN, LEMBAGA, DAN PEMERINTAH DAERAH (K/L/Penda) TAHUN 2023												
No	Nama K/L/PO	Bentuk Instansi	SIRUP	e-Tendering	e-Purchasing	Toko Daring	Non e-Tendering/Non e-Purchasing	e-Kontrak	Kualifikasi dan Kompetensi SOM PBJ	Tingkat Kemutakhiran UKPBJ	Total Nilai Pembobotan	Predikat
1	2	3	4	5	6	7	8	9	10	11	12	13
1	Majelis Permusyawaratan Rakyat	Kementerian/Lembaga	9,97	5,00	0,00	1,00	5,00	4,38	4,29	4,44	34,07	Kurang
2	Devan Perwakilan Rakyat	Kementerian/Lembaga	0,00	4,10	0,00	1,00	0,00	0,00	6,52	35,56	47,18	Kurang
3	Devan Perwakilan Daerah	Kementerian/Lembaga	0,00	5,00	0,00	1,00	0,00	5,00	0,00	17,78	28,78	Kurang
4	Badan Pemeriksa Keuangan	Kementerian/Lembaga	9,87	4,44	0,00	1,00	0,00	3,20	18,75	17,78	55,05	Cukup
5	Majelis Agung	Kementerian/Lembaga	5,53	5,00	0,00	1,00	0,00	3,10	2,56	0,00	17,19	Kurang
6	Majelis Konstitusi	Kementerian/Lembaga	9,99	5,00	0,00	1,00	0,00	4,38	9,00	35,56	64,93	Cukup
7	Komis Yudisial	Kementerian/Lembaga	8,93	3,63	0,00	1,00	0,00	5,00	0,00	0,00	18,56	Kurang
8	Kementerian Koordinator Bidang Politik, Hukum dan Keamanan	Kementerian/Lembaga	6,43	4,91	3,00	1,00	0,00	5,00	9,00	8,89	38,22	Kurang
9	Kementerian Koordinator Bidang Perekonomian	Kementerian/Lembaga	6,52	5,00	3,45	1,00	0,00	4,33	8,57	35,56	64,43	Cukup
10	Kementerian Koordinator Bidang Pembangunan Manusia dan Kebudayaan	Kementerian/Lembaga	9,93	4,76	4,00	1,00	4,04	5,00	18,00	35,56	82,29	Baik
11	Kementerian Koordinator Bidang Kesehatan dan Layanan Masyarakat	Kementerian/Lembaga	8,83	5,00	4,00	1,00	2,72	5,00	6,00	35,56	68,11	Cukup
12	Kementerian Sekretariat Negara	Kementerian/Lembaga	0,00	4,80	0,00	1,00	0,00	4,23	9,86	8,89	28,78	Kurang
13	Kementerian Dalam Negeri	Kementerian/Lembaga	10,00	5,00	0,00	1,00	2,51	4,41	28,13	40,00	91,04	Sangat Baik
14	Kementerian Luar Negeri	Kementerian/Lembaga	9,39	0,00	0,00	1,00	0,00	2,06	8,00	35,56	56,01	Cukup
15	Kementerian Pertahanan	Kementerian/Lembaga	9,70	0,00	0,00	1,00	5,00	4,10	0,00	0,00	19,80	Kurang
16	Kementerian Agama	Kementerian/Lembaga	9,17	5,00	0,00	1,00	0,00	3,78	26,22	35,56	80,74	Baik
17	Kementerian Hukum dan Hak Asasi Manusia	Kementerian/Lembaga	10,00	5,00	0,00	1,00	5,00	4,77	30,00	40,00	95,77	Sangat Baik
18	Kementerian Keuangan	Kementerian/Lembaga	10,00	5,00	3,16	1,00	0,00	4,79	22,17	40,00	86,12	Baik
19	Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi	Kementerian/Lembaga	6,57	4,74	2,04	1,00	0,00	4,18	22,67	40,00	81,20	Baik
20	Kementerian Kesehatan	Kementerian/Lembaga	9,88	4,63	0,00	1,00	5,00	4,44	7,20	40,00	72,14	Baik
21	Kementerian Sosial	Kementerian/Lembaga	0,00	3,79	2,45	1,00	0,00	3,33	4,89	13,33	28,59	Kurang
22	Kementerian Ketenagakerjaan	Kementerian/Lembaga	9,13	5,00	0,00	1,00	0,00	3,31	8,57	40,00	67,01	Cukup
23	Kementerian Perindustrian	Kementerian/Lembaga	8,56	5,00	0,00	1,00	0,00	3,80	17,76	40,00	76,12	Baik
24	Kementerian Perdagangan	Kementerian/Lembaga	7,43	4,43	0,00	1,00	0,00	3,23	22,17	35,56	73,82	Baik

Figure 1. Final Assessment of the 2023 Procurement Governance Index for Ministries, Institutions, and Regional Governments

Source: siurkpbj.lkpp.go.id

Interviews regarding e-purchasing implementation procedures were conducted to obtain further information on the impact of procedural factors on the ITKP score for the e-purchasing indicator. Based on statements or responses from informants regarding e-purchasing procedures, it was found that not all informants, who are Procurement Officials (PPK) within the Ministry of Health's work units, both at the Central and Regional Offices, fully understand the procedures for completing e-purchasing packages through to the final stage. However, some informants were able to explain the stages of e-purchasing implementation well. The next question relates to the ITKP and its indicators to understand the extent of informants' comprehension regarding the completion of e-purchasing packages in ITKP assessment. From the interview results, it was found that some informants still do not fully understand what is meant by ITKP and its indicators.

The results of another study conducted by Deby Ariesta (Chaidir & Susanti, 2024) which discussed the "Effectiveness of Procurement of Goods and Services Through E-Catalogue in Kebayoran District, South Jakarta Administrative City" resulted in the implementation of e-catalogue having been effective but still had several obstacles such as the lack of standard operating procedures (SOP) in its implementation. This caused officers to be confused in resolving the obstacles that often occurred. Such as the absence of SOP for handling failed packages, SOP for functional testing, and others.

Another study by Malau (2023) shows that the implementation of procedures in the procurement process of goods and services using the e-purchasing method has a significant positive impact. This happened at the Denpasar Immigration Detention Center. This method provides convenience, efficiency, and transparency in all stages of procurement, from tender announcements to finalization contracts. In addition, this procedure also minimizes the risk of corruption and abuse of power, considering that the results of the weaknesses of the traditional system are inefficiency, limited competition, corrupt practices, and have an impact on the weakness of economic development ([Tanesia, 2018](#)).

From the document review and interviews, it is found that the ITKP value for the e-purchasing indicator has specific assessment procedures. Currently, the value remains at 0 due to the fact that some procurement actors still do not understand how the ITKP assessment procedures for the purchasing indicator work, resulting in their failure to complete all stages of the e-purchasing process. In fact, if the procedure can be understood well, it will have an impact on the e-purchasing process as well.

Human Resource Factors

The researcher attempted to explore further the difficulties experienced by procurement personnel as human resources involved in the e-purchasing process, aiming to obtain information on the causes of the low ITKP score for the e-purchasing indicator. For this reason, the following question asked by the researcher went directly to the core of the issue, asking about the reasons why the Commitment-Making Officials (PPK) do not complete the entire e-purchasing process in the electronic catalog system from the PPK's own perspective. Some PPKs in the Ministry of Health consider procurement to be an additional task, and in general, PPKs have other primary responsibilities, which several informants identified as one of the reasons why the ITKP score for the e-purchasing indicator remains at 0.

The issue that the role of the Procurement Officer (PPK) is combined with other responsibilities indicates that personnel appointed as PPK neglect their administrative duties within the electronic catalog system during e-purchasing. This was also mentioned by one of Informants, who is a PPK working at a vertical hospital under the Ministry of Health. This informant further stated that there is a policy from the Directorate General of Health Services that requires the PPK position at the hospital to be held by one of the directors of that hospital. It can be imagined that a hospital director must handle administrative tasks within the electronic catalog system while also fulfilling their other responsibilities.

According to Arif ([Sudarwati, Nina, Karamoy, & Pontoh, 2017](#)) if the human resources employed are not in accordance with their expertise, it will have a negative impact on the growth of the agency because the human resources will be uncomfortable in working, so that the results of their work are delayed and of poor quality. Problems related to human resources in procurement of goods and services were also found in the research of Malynda (n.d.). Competency limitations are often the main obstacle in achieving the fulfillment of procurement goal qualification indicators. According to this research, the leadership factor is also the main driver of how successful leaders are in fulfilling the qualification and competency indicators of PBJ human resources to achieve the goals of Langkat Regency in fulfilling needs in accordance with the recommended standards of LKPP and Kemenpan RB.

Method Factors

An analysis was conducted to determine the factors causing the ITKP score for the e-purchasing indicator to remain at 0. This involved a further investigation into the methods that have been implemented to address this issue. Based on a document review, it was found that a coordination meeting was held with the Inspectorate General of the Ministry of Health as part of an effort to utilize internal supervisory functions in the procurement of goods and services, particularly in the e-purchasing phase, to achieve a better ITKP score for the e-purchasing indicator.

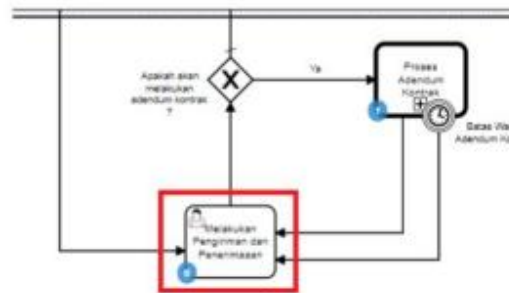
Another effort that has been undertaken is the issuance of a circular letter from the Head of the Procurement and Services Bureau, directed to all Work Unit Leaders within the Ministry of Health. This is intended to ensure that information regarding the importance of improving the ITKP score is also conveyed at the leadership level of each work unit, so that efforts to improve the ITKP score can be monitored by the respective work unit leaders.

The efforts made by the Goods and Services Procurement Bureau, including online socialization, need to be further examined for their effectiveness. In this regard, the researcher continued with questions related to the socialization activities previously conducted by the Goods and Services Procurement Bureau for other informants, who are procurement practitioners as well as participants invited to these sessions. From interviews with other informants, it was found that the socialization and technical guidance provided by the Goods and Services Procurement Bureau to improve procurement practitioners' understanding of ITKP have not been fully effective. Another informant suggested that the implementation of ITKP socialization should be followed up with technical guidance to ensure that all steps in the electronic catalog system are completed. Procurement team training is also an absolute must, considering the knowledge transfer process in the transition from manual procurement to e-procurement ([Martono & Simanjuntak, 2021](#); [Wijaya, Jatmikowati, & Suharnoko, 2024](#)).

A different response emerged from Informant 4, who stated that one reason the ITKP score for the e-purchasing indicator is still zero is due to the lack of notifications in the system regarding the status of each e-purchasing package in the electronic catalog system. Additionally, the stages of the e-purchasing process are currently only accessible to the Commitment-Making Officer (PPK) and cannot be directly monitored by other parties, including the immediate supervisor of the PPK.

From the documentation results on the electronic catalog system, it appears that the PPK can actually identify each procurement package and its respective status. However, there is still no feature to send notifications to other platforms to provide direct notifications or alerts to electronic catalog system users about the status of e-purchasing package completion. Additionally, the documentation shows that monitoring can only be done by the PPK themselves, as there is currently no feature allowing oversight by the PPK's supervisor. This can be seen in Figure 2 below,

5.10 Penerimaan - Melakukan Pengiriman dan Penerimaan



Gambar 120. Alur BPMN e-Purchasing produk barang/jasa pemerintah - Melakukan Pengiriman dan Penerimaan (Penerimaan)

Halaman **Penerimaan - Melakukan Pengiriman dan Penerimaan**. Proses penerimaan barang dilakukan oleh PPK sebagai pembeli barang.

Proses ini masuk dalam BPMN Melakukan Pengiriman dan Penerimaan. Proses penerimaan produk ini dapat bertahap sesuai dengan paket

pengiriman yang dikirimkan oleh Distributor. Pada proses penerimaan ini dapat dilakukan beberapa hal, yaitu:

1. Buat paket penerimaan berdasarkan dari paket pengiriman.
2. List paket penerimaan sudah dibuat.
3. Melihat detail penerimaan.

Figure 2. Screenshot of the Electronic Catalog System User Guide

Source: Electronic Catalog System User Guide

External Factors

Another contributing factor comes from external elements, namely that the completion of e-purchasing packages requires contributions from suppliers to respond to transaction packages during the resolution process. According to key informants, in the stages of implementing an e-purchasing package, the response from suppliers is indeed needed sequentially in the package completion process, requiring supplier responses at several stages. Based on this information, the researcher attempts to conduct further research using documentation data from the procurement flow of goods/services through the e-purchasing method in the electronic catalog system. The information regarding the implementation flow of e-purchasing packages in the electronic catalog system indicates that there are stages or actions that must be undertaken by providers of goods/services until the e-purchasing package is completed, as shown in the following Figure 3,

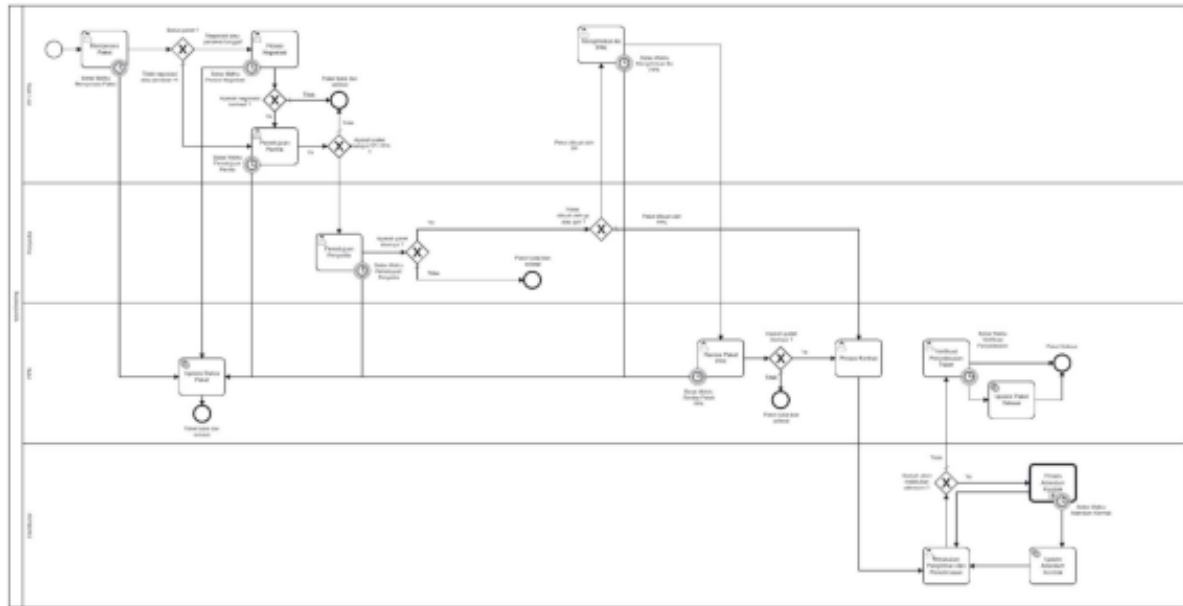


Figure 3. Screenshot of the Package List in the Electronic Catalog System

Strategies for Improving the ITKP Score For E-Purchasing Indicators Within the Ministry Of Health

Analysis of Strengths, Weaknesses, Opportunities, And Threats (SWOT) for Determining Strategies to Improve the ITKP Value for E-Purchasing Indicators within the Ministry of Health

SWOT analysis is a strategic planning tool that allows organizations to identify their internal strengths and weaknesses, as well as external opportunities and threats (Phadermrod, Crowder, & Wills, 2019). The researcher employs SWOT analysis to assess the factors that promote and hinder the improvement of the ITKP value for e-purchasing indicators within the Ministry of Health. The results of the SWOT analysis identify both internal and external considerations:

Strenghts

Including in the internal elements within the Ministry of Health to complete e-purchasing packages aimed at improving the ITKP score, based on the results of interviews and document analysis, are several findings that are presented by the researcher:

1. In order to improve the ITKP score, there is a Procurement Goods and Services Bureau that has the function of providing assistance, consultation, and/or technical guidance on the procurement of goods and services. This bureau can offer support and technical guidance to help reduce the ITKP score.
2. There is a special task force responsible for managing the electronic catalog system within the organizational structure of the Procurement of Goods and Services Bureau. This task force can oversee the implementation and monitoring of strategies established to improve the ITKP rating.

Weakness

Weaknesses are internal factors within the Ministry of Health that can hinder the success of completing e-purchasing packages to improve the ITKP score. Below are some weaknesses identified by the Researcher:

1. The e-purchasing packages at the Ministry of Health in 2022 and 2023 amounted to 27,487 and 39,506, respectively, making it difficult to conduct monitoring without using specific applications/tools.
2. The Commitment Making Official (PPK) or Procurement Official (PP) within the Ministry of Health is distributed across both central and regional levels.
3. There are PPK/PP officials who have limited understanding of the series of steps involved in completing e-purchasing packages in the electronic catalog system.
4. There are PPK/PP officials who do not understand that the completion of e-purchasing packages impacts the ITKP score overall.
5. There are several PPK/PP who have other primary duties, causing the administrative work in the electronic catalog system to be overlooked.

Opportunities

The requirement is an external aspect that monitors the Ministry of Health to achieve the ITKP score for the e-purchasing indicator. This requirement is outlined to address gaps and formulate strategies to achieve the research objectives, as Information related to the e-purchasing process is more accessible because it is now available online at e-katalog.lkpp.go.id/unduh.

Threats

Threats are external aspects of organizational dynamics that pose obstacles to achieving the Ministry of Health's goals in improving the ITKP value, particularly concerning the e-purchasing indicators. Several threats related to strategic implementation are outlined below:

1. The supplier needs to upload the Delivery Receipt to complete the procurement process in the electronic catalog system.
2. There is no monitoring system in the electronic catalog application to view the status of the work and achievements of each Commitment Making Officer (PPK), which can be monitored by the leadership.

Strength-Opportunity Strategy

1. The Procurement of Goods and Services Bureau can provide assistance, consultation, and technical guidance both online and offline, as well as monitor the performance achievements of the procurement of goods/services within the Ministry of Health to ensure that all stages are completed.
2. The special working team that handles the management of the electronic catalog system within the organizational structure of the Procurement Bureau can provide technical guidance online

as well as assist the Commitment Making Officer (PPK) and Procurement Officer (PP) in the implementation of e-purchasing.

Weakness-Opportunity Strategy

1. Develop monitoring applications/tools to oversee each stage of the implementation of e-purchasing packages at the Ministry of Health, which are numerous and distributed across Central and Regional Offices.
2. The special task force responsible for managing the electronic catalog system within the organizational structure of the Procurement of Goods and Services Office can conduct socialization regarding the stages/process flow of e-purchasing and ITKP, so that all PPK/PP can understand that the completion of e-purchasing packages affects the ITKP value.
3. Implementing rewards and punishments for PPK/PP who successfully complete their e-purchasing packages well and those who do not complete their packages, and communicating this to PPK/PP during the socialization regarding ITKP and the e-purchasing process flow.
4. Conveying the rewards/punishments in the official regulations at the Ministry of Health.

Weakness-Threat Strategy

1. Develop a monitoring application/tool to oversee each stage of the e-purchasing package implementation within the Ministry of Health and communicate with the Procurement Officer (PPK) or Procurement Team (PP) to inform suppliers to complete the necessary documentation in the system.
2. To socialize with PPK/PP to include a clause in the contract regarding the obligation of the provider to fulfill administrative duties in the electronic catalog system.

Strength-Threat Strategy

1. The special working team responsible for managing the electronic catalog system within the organizational structure of the Procurement of Goods and Services Bureau can monitor and provide technical guidance or outreach, either online or offline, to providers regarding the process flow that needs to be completed by suppliers in the implementation of e-purchasing.
2. Developing a monitoring application/tool to oversee each stage of the implementation of e-purchasing packages within the Ministry of Health, which are numerous and distributed across Central and Regional Offices.

CONCLUSION

Based on the discussion results, the causes for the ITKP score of 0 for the e-purchasing indicator at the Ministry of Health include:

1. Procedure Factor

There are still procurement actors who do not understand the series of completion steps for e-purchasing packages within the electronic catalog system and are unaware that failing to complete the e-purchasing packages has an impact on the overall ITKP value. This has resulted

in the ITKP value for the e-purchasing indicator in the Ministry of Health being 0, as it has not yet met the minimum standards in the assessment procedures.

2. Human Resource Factors

Some procurement officials involved in the e-purchasing process also have other duties and functions as structural officials or in different roles, which can result in the oversight of administrative tasks within the system.

3. Method Factor

The issuance of advisory letters and online socialization that has been conducted has not yet had an impact on the improvement of ITKP scores for the e-purchasing indicator.

4. External Factors

There are external factors that contribute to the incomplete procurement process in the electronic catalog system, namely the responses of providers at several stages in the electronic catalog system.

Here are some strategies that can be used by the Ministry of Health to improve the ITKP score, particularly in the e-purchasing indicators:

1. The special working team responsible for managing the electronic catalog system within the organizational structure of the Procurement of Goods and Services Bureau can provide technical guidance or online/offline socialization to PPK/PP and related providers regarding the process flow that needs to be incorporated into the electronic catalog system for the implementation of e-purchasing.
2. Developing an application/tool for monitoring each stage of the implementation of e-purchasing packages in the Ministry of Health and communicating with PPK/PP to inform suppliers to complete the necessary administration in the system.
3. Recalculating the workload for the Procurement Officers (PPK/PP) to ensure that overlapping tasks do not compromise the quality of the work.
4. Conduct socialization to PPK/PP to include a clause in the contract related to the provider's obligation to fulfill administrative requirements in the electronic catalog system.

This research is limited to understanding the strategies for improving the ITKP score on e-purchasing indicators within the Ministry of Health, with interviews conducted exclusively with key informants from the Ministry of Health. After conducting the analysis and interviews, factors related to supplier involvement were identified. Therefore, the researcher suggests that future studies should analyze more deeply regarding supplier involvement. The subsequent analysis aims to obtain alternative strategies that are more suitable for implementation from the supplier's perspective.

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