

Implementation of Goods and Services Procurement Policy through E-Procurement at The Logistics Bureau of the West Kalimantan Regional Police

Ady Irawan Suyono

Postgraduate Program of Public Administration, Faculty of Social and Political Sciences, Tanjungpura University

ABSTRACT: The problems in this study include limited human resource competency, inadequate technological infrastructure, communication problems between units, obstacles in decision-making by leaders, bureaucratic structures that are too complex, inconsistencies between policies and field conditions, lack of structured evaluations, and challenges of integration with providers of goods/services. The purpose of this study is to describe and analyze indicators of communication, resources, disposition, and bureaucratic structure in the implementation of procurement policies for goods and services through e-procurement at the Regional Police Logistics Bureau (Polda) of West Kalimantan. The research method used is a qualitative approach with data collection techniques through in-depth interviews, observations, and documentation studies. The results of the study indicate that effective communication between related parties, both internal Polda and with providers of goods and services, is very important to ensure the smooth implementation of e-procurement. Trained human resources and adequate technological support are determining factors in the effectiveness of system use. Supportive leadership disposition and fast decision-making have also been shown to improve policy implementation. On the other hand, a clear and well-coordinated bureaucratic structure is an important foundation in ensuring the smooth running of the procurement process. The suggestions in this study are to improve technical training for personnel, modernize technological infrastructure, and improve internal and external coordination systems so that the implementation of e-procurement can run more effectively and in accordance with national policy objectives.

KEYWORDS: Implementation of Goods and Services Procurement, E-Procurement, The Logistics Bureau, West Kalimantan Regional Police

INTRODUCTION

According to Presidential Regulation of the Republic of Indonesia Number 12 of 2021 concerning amendments to Presidential Regulation Number 16 of 2018 concerning Procurement of Goods and Services, the government explains that e-Procurement is the procurement of goods/services carried out using information technology and electronic transactions in accordance with statutory provisions. The implementation of the e-Procurement policy aims to achieve cost efficiencies by reducing operational costs and reducing the risk of irregularities in the procurement of goods and services. The feasibility of investments must be assessed by measuring the effectiveness of e-Procurement implementation.

The implementation of the e-Procurement policy aims to transform activities from clerical or technical operational administration to more professional managerial activities. This is in line with the dynamics of reform and demands for openness/transparency, as well as good and clean governance. Furthermore, e-Procurement is a procurement process for goods and services conducted electronically, primarily web-based or internet-based. This instrument Utilizing information and communication technology facilities includes conducting open auctions by submitting bids online through the E-Procurement system. These bids are typically made in the form of price quotations, but can also include electronic technical qualifications conducted by the Electronic Procurement Service (LPSE).

The E-Procurement implementation policy is implemented by optimizing the use of advances in information technology to realize good governance through efficient, effective, transparent, open, competitive, fair/non-discriminatory, and accountable procurement of goods and services, which is an application of the principles of procurement of goods and services. This also correlates with improved and efficient budget management related to the procurement of goods and services, considering that approximately 30% of the annual government budget allocation is for goods and services activities.

Implementing the goods and services procurement policy through e-procurement at the West Kalimantan Regional Police Logistics Bureau requires an understanding of the input, process, and output flows involved in the system. Input in an eprocurement

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system involves information and data entered into the system to initiate the procurement process. Relevant input elements are: Procurement Need; Allocated Budget; Procurement Documents, including procurement plans, schedules, and requirements; Human Resources, namely the procurement officers or officials involved; and Information on registered goods/services providers and those in the tender process.

The e-procurement process encompasses steps taken to ensure that the procurement of goods and services is conducted transparently, efficiently, and accountably. The stages in this process include: Procurement Preparation; Supplier Registration; Submission of Tender Announcement; Bid Evaluation; Determination of Winner; Negotiation and Contract Signing Process; Procurement Implementation; and Performance Evaluation and Payment.

The output of e-procurement implementation is the final result of the procurement process, as well as reports and documentation that support accountability to relevant parties. Output elements include: Goods/Services Procured; Procurement Evaluation Report; Procurement Documentation; Transparency and Accountability; and Budget Use Report. The implementation of goods and services procurement policies through e-procurement at the West Kalimantan Regional Police Logistics Bureau aims to create a more transparent, efficient, and accountable procurement system. By following a clear flow of inputs, processes, and outputs, e-procurement can ensure that goods and services are procured effectively in accordance with applicable laws and are accountable to the public.

The implementation of an e-procurement system will be the right solution to address problems that arise in the goods and services procurement process. This is because e-procurement is a system that utilizes information technology, embodying the values of transparency, efficiency, and openness. However, in reality, E-Procurement still has weaknesses and obstacles in its implementation, in the West Kalimantan Regional Police Logistics Bureau, such as limited input, process and output in the implementation of E-Procurement, which is not yet optimal..

According to Edward III, the influencing factors related to the implementation of the Government Goods and Services Procurement policy through e-Procurement at the West Kalimantan Regional Police Logistics Bureau are as follows: 1.

Communication, implementation will be effective if the policy's measures and objectives are understood by both the implementer (Regional Government) and the target group (the community) responsible for achieving the policy's objectives. Consistency or uniformity of the basic measures and objectives needs to be communicated so that implementers understand the precise measures and objectives of the policy. 2. Resources, implementation orders may be communicated accurately, clearly, and consistently, but if implementers lack the resources necessary to implement the policies, implementation tends to be ineffective. Therefore, resources can be a critical factor in implementing public policy. 3. Disposition or Attitude of Implementers, one factor influencing policy implementation is the attitude of the implementers. If implementers agree with the contents of the policy, they will implement it willingly. However, if their views differ from those of the policymakers, the implementation process will encounter numerous problems. 4. Bureaucratic Structure, discussing the implementing agencies of a policy cannot be separated from the bureaucratic structure. Bureaucratic structure is the characteristics, norms, and recurring patterns of relationships within executive bodies that have both potential and actual relationships with their role in implementing policy.

METHOD

In this study, the appropriate type of research to use is descriptive research. According to Faisal (2008:12), descriptive research is a problem-solving procedure that is investigated by describing/illustrating the current state of the research subject/object (a person, institution, society, etc.) based on the facts that are apparent or as they are. In qualitative research, there is no random sampling of data sources, but uses a "purposive" technique or the collection of data sources/informants with a purpose or based on certain considerations. The subjects of this study were the Head of the West Kalimantan Regional Police Logistics Bureau, the Head of the Procurement Section, and three Goods and Services Procurement Officers who were directly involved in the problem being studied, namely the Implementation of Goods and Services Procurement policies through E-Procurement at the West Kalimantan Regional Police Logistics Bureau. The data analysis used in this study was qualitative. Data analysis in qualitative research is the process of simplifying data into a form that is easier to read and interpret. Qualitative research views data as the product of the researcher's interpretation process, which already contains meaning and references to values..

RESULT AND DISCUSSION

Communication in The Implementation of Goods and Services Procurement Policy

The implementation of public policy within the government bureaucracy, including within the Indonesian National Police (Polri), is highly dependent on the effective implementation of established regulations. One key regulation in procurement reform within the Indonesian National Police (Polri) is Regulation of the Chief of the Indonesian National Police Number 14 of 2014 concerning the Goods/Services Procurement Service Unit (ULP). This regulation aims to create a transparent, accountable, and efficient goods and services procurement system through a professional approach, particularly through the implementation of the E-Procurement system.

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In implementing this policy, one crucial aspect determining its success is communication, as outlined in Edward III's theory. This theory emphasizes that effective communication encompasses three main components: information transmission, clarity of information, and consistency in policy delivery. These three aspects must be met so that policy messages can be understood and implemented appropriately by all implementing agencies, particularly at the work unit level, such as the West Kalimantan Regional Police Logistics Bureau, which carries out technical procurement functions. In the context of government goods and services procurement through E-Procurement, communication is crucial because this system is information technology-based and requires all processes to be carried out electronically and standardized.

The implementation of the Government Goods and Services Procurement policy through e-Procurement at the West Kalimantan Regional Police Logistics Bureau, from a communication perspective, when viewed from the input, process, and output aspects, shows that the policy's success is highly dependent on the effective delivery and understanding of information at all levels of implementation. At the input stage, communication is realized through the provision of clear policy information, adequate outreach, and technical guidance to procurement personnel. Accurate information and the readiness of human resources to understand the policy's content and objectives are key to initial success.

At the process stage, communication plays a crucial role in inter-unit coordination, the transmission of hierarchical instructions, and the dissemination of technical information related to procedures and the use of the e-Procurement system. Smooth and consistent communication helps prevent misunderstandings and expedites decision-making. At the output stage, effective communication is demonstrated through the creation of a common understanding, transparency in the procurement process, and the timely and open communication of procurement results to relevant parties.

Communication in the implementation of the E-Procurement policy at the West Kalimantan Regional Police Logistics Bureau has not been fully optimal. From the input side, policy information received by implementers is often incomplete, inconsistent, and lacks comprehensive socialization. From the process side, the tendency for one-way communication patterns and unstructured inter-unit coordination have led to a lack of alignment in understanding and action in the field. Meanwhile, from the output side, this ineffective communication has resulted in low consistency in policy implementation, differing interpretations of procedures, and obstacles to the efficiency and accuracy of the procurement process. Therefore, strengthening the internal communication system to be more open, routine, and supported by digital tools, as well as increasing human resource capacity, is necessary so that the E-Procurement policy can be implemented uniformly, transparently, and accountably.

Resources in The Implementation of Goods and Services Procurement Policy

The implementation of the Regulation of the Chief of the National Police Number 14 of 2014 concerning the Procurement Service Unit (ULP) of Goods/Services within the National Police in the process of Procurement of Goods and Services through EProcurement at the Logistics Bureau of the West Kalimantan Regional Police is highly dependent on resource management which includes human resources, budget, and facilities. Based on Edward III's theory, the success of the implementation of this policy is determined by how well the three resource elements are managed, namely: Human Resources (HR), because, the success of the implementation of the E-Procurement policy is greatly influenced by the competence and training of staff involved in the procurement process. Personnel who are trained and have a good understanding of E-Procurement procedures and systems will ensure that the policy is implemented effectively and efficiently.

The availability of a sufficient budget is crucial to support the implementation of this policy, including technology procurement, personnel training, and the procurement of necessary goods and services. Without adequate budget support, the eProcurement process cannot run optimally and can hamper the policy's effectiveness. Furthermore, adequate infrastructure, including hardware, software, and a stable internet connection, is crucial for the smooth operation of e-Procurement. If these facilities are inadequate, the technology-based electronic procurement system will be disrupted and hinder the procurement process. The process of implementing the Government Goods and Services Procurement policy through e-Procurement at the West Kalimantan Regional Police Logistics Bureau is highly dependent on effective resource management, which can be viewed across three main components: input, process, and output. From the input side, success is largely determined by the availability of competent human resources, adequate budget, and supporting technological facilities, including E-Procurement system infrastructure. At the process stage, policy implementation takes place through planning, electronic procurement, evaluation, and internal coordination, all of which require efficient and targeted resource management. Meanwhile, at the output stage, success is reflected in the achievement of transparent, accountable, and efficient procurement, as well as the timely and effective fulfillment of work unit logistics needs. As well as the digital documentation of the entire process through the E-Procurement system.

Budget availability for each procurement process is also less than ideal. In some cases, limited budget allocations result in limitations in the provision of supporting facilities, human resource training, and system updates or the technological infrastructure needed to support the smooth running of e-Procurement. As a result, procurement efficiency and effectiveness can be compromised, and the achievement of procurement service quality is suboptimal. Therefore, an increase in the number and quality of procurement

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human resources and proportional budget adjustments are needed to ensure the entire procurement process runs in accordance with the principles of timeliness, accuracy, and accountability.

The implementation of the government goods and services procurement policy through e-Procurement at the West Kalimantan Regional Police Logistics Bureau continues to face challenges related to resources at every stage of the input, process, and output process. From the input side, limited human resources, a lack of supporting infrastructure, and suboptimal budget allocation are the main obstacles affecting the smooth implementation of e-Procurement. This impacts the procurement team's technical and operational readiness to operate the system efficiently.

From the process side, procurement implementation has been running according to procedures, but is often hampered by high workloads, limited work facilities, and a lack of ongoing technical training. These conditions have resulted in the procurement process not running optimally, both in terms of speed, accuracy, and coordination between the parties involved. Meanwhile, from the output side, the quality of procurement results and the timeliness of implementation remain inconsistent. Some procurement activities have experienced delays or missed targets, caused by resource constraints in previous stages.

Disposition in The Implementation of Goods and Services Procurement Policy

The main factors influencing implementer attitudes are: Appropriate bureaucratic appointments, namely the placement of personnel in strategic positions based on competence, integrity, and understanding of the procurement system. Appropriate placement fosters a sense of responsibility and loyalty to policy implementation. Furthermore, adequate incentives, both financial and non-financial, will increase work enthusiasm, integrity, and a willingness to comply with the e-Procurement system, which demands high accuracy and transparency.

The implementation of government goods and services procurement policies through e-Procurement at the West Kalimantan Regional Police Logistics Bureau is strongly influenced by the implementer's disposition or attitude, which includes motivation, commitment, and acceptance of the policy. Based on the input, process, and output approach, at the input stage, implementer disposition is influenced by the appointment of appropriate personnel, both in terms of competence and integrity. Furthermore, the availability of incentives, training, and understanding of regulations are also important factors in fostering a positive attitude toward the implementation of the e-Procurement policy.

At the Process or implementation stage, implementers' attitudes are reflected in their consistency, discipline, and compliance with e-Procurement procedures. Implementers with a positive disposition will carry out the process responsibly, follow electronic mechanisms, and avoid non-transparent practices. Furthermore, at the Output stage, or good implementation results, such as timely, accountable, and efficient procurement, reflect implementers' supportive attitudes toward the policy. A positive disposition results in effective policy implementation, while a less supportive attitude can lead to delays, procedural errors, or irregularities.

Based on observations and documentation, the general level of discipline and responsibility of implementers of goods and services procurement through e-Procurement within the Logistics Bureau is quite good. Implementers demonstrate a commitment to completing tasks within deadlines and established procedures, despite a high workload, particularly during busy procurement periods.

On the other hand, personnel responses and initiatives to new policies or changes to the e-Procurement system varied. Some implementers were proactive, adapting quickly, and demonstrating a willingness to learn, particularly when faced with system updates or new regulations. However, some personnel still showed resistance or delayed adaptation, primarily due to limited technical understanding or minimal training. Therefore, while implementers' discipline and accountability were generally good, improved mentoring, training, and internal communication are still needed to enable all personnel to respond to system changes more quickly and effectively.

Bureaucratic Structure in The Implementation of Goods and Services Procurement Policy

The implementation of Regulation of the Chief of the Indonesian National Police Number 14 of 2014 concerning the Goods/Services Procurement Service Unit within the Indonesian National Police, in conjunction with Edward III's theory, emphasizes that the bureaucratic structure plays a crucial role in the successful implementation of policies, particularly in the EProcurement system at the West Kalimantan Regional Police Logistics Bureau. Two key elements of the bureaucratic structure that influence policy implementation are: Standard Operating Procedures (SOPs). A detailed and consistently implemented SOP serves as a technical guideline for policy implementers. In the context of E-Procurement, SOPs serve as the basis for ensuring that each procurement stage adheres to the principles of efficiency, transparency, and accountability. Unclear or non-adherent SOPs open the door to procedural errors or even violations.

Furthermore, fragmentation or division of tasks within the bureaucracy can be a strength if there is good coordination, but it can also be an obstacle if there is overlap or weak communication between units. In the procurement of goods/services, a fragmented structure without synergy can slow down the process, create confusion of responsibilities, and disrupt the flow of E-Procurement based on an integrated system. Therefore, improving the structure and flow of coordination in the Logistics Bureau of the West

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Kalimantan Regional Police is a strategic step so that Perkap No. 14 of 2014 can be implemented optimally within a modern and professional E-Procurement framework.

The implementation of goods and services procurement policies through e-Procurement at the West Kalimantan Regional Police Logistics Bureau is heavily influenced by the bureaucratic structure, as explained in Edward III's theory. This is based on the input, process, and output approaches. At the input stage, the bureaucratic structure includes a clear organizational structure, appropriate allocation of authority, and the provision of Standard Operating Procedures (SOPs) as technical guidelines. The accuracy of this structure from the outset is crucial for the organization's readiness to manage the e-Procurement system systematically and in accordance with regulations.

Meanwhile, at the process or implementation stage, the bureaucratic structure plays a role in ensuring that each unit has clear roles and functions, and that coordination between divisions runs smoothly. SOPs serve as the primary control tool for ensuring efficient, uniform procurement processes with minimal deviations. However, unmanaged fragmentation can lead to slow decisionmaking and weak integration between units.

Furthermore, effective implementation outputs are evident in the creation of a fast, transparent, and accountable procurement process, as well as a minimum of bureaucratic conflict or structural barriers. A sound structure supports the achievement of eprocurement goals, namely efficiency, openness, and regulatory compliance. In the context of the West Kalimantan Regional Police Logistics Bureau, the existence of clear SOPs (Standard Operating Procedures) and proper fragmentation management will determine how effectively the e-procurement policy is implemented from inception to completion.

Based on observations and documentation, it was found that the SOPs in effect in the e-procurement process have been quite effective in providing guidance on the workflow and responsibilities of each party. Written procedures help implementers understand the procurement stages systematically and support transparency and accountability in the process. However, several challenges remain in field implementation, particularly related to suboptimal cross-departmental coordination and potential overlapping authority between units.

The bureaucratic structure within the West Kalimantan Regional Police Logistics Bureau has formally supported the implementation of goods and services procurement policies through e-Procurement, with a fairly clear division of tasks and responsibilities. However, a number of structural obstacles remain in its implementation, particularly in cross-unit coordination, overlapping authority (fragmentation), and limited adaptation to digital systems.

The predominantly top-down decision-making process also contributes to the slow response in e-procurement implementation, particularly when speed and flexibility are required. Furthermore, the lack of technical training and digital literacy in some departments also hampers the effective implementation of goods and services procurement policies through e-Procurement. Therefore, although the bureaucratic structure systematically supports accountable procurement governance, adjustments to the work culture, strengthening inter-unit coordination, and increasing human resource capacity are needed to ensure more efficient, transparent, and timely implementation of e-Procurement policies within the West Kalimantan Regional Police Logistics Bureau.

CONCLUSIONS

Based on the analysis of the implementation of goods and services procurement policies through e-Procurement at the West Kalimantan Regional Police Logistics Bureau, it can be concluded that internal communication channels such as official letters, coordination meetings, and internal digital applications (WhatsApp groups and the LPSE system) are available. However, not all personnel fully understand the policy content or directives issued, and the information delivery process sometimes experiences delays or differing interpretations, particularly regarding technical matters and procurement procedures.

At the resource level, procurement human resources, an operational budget, and infrastructure such as computers and networks are available. However, the number of personnel and technical capabilities are still insufficient to meet ideal needs. Similarly, several obstacles arise during the implementation process, such as limited competence in using e-Procurement applications and unequal access to supporting facilities.

At the disposition level, implementers generally have a basic commitment to carrying out their duties, but personnel placement is not always based on competency, and incentives are not structured. Within the bureaucratic structure, there is variation in the motivation and work attitudes of implementers. Some officers are cooperative, while others demonstrate a lack of initiative or understanding of their roles.

Suggestions or recommendations regarding communication indicators, resources, disposition, and bureaucratic structure related to the input, process, and output stages in the implementation of the Government Goods and Services Procurement policy through E-Procurement at the West Kalimantan Regional Police Logistics Bureau are increasing training, establishing communication and information mechanisms, and the intensity of program evaluation.

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