

Strategies for Realizing Good Governance Through Electronic- Based Government Systems (SPBE) in The Procurement of Goods and Services

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ABSTRACT: Technological developments demand absolute change, including in the scope of government. Good Governance as a concept in realizing a transparent government. The focus of this research is on electronic-based Procurement of Goods/Services services or known as the Electronic-Based Government System as the government's effort to realize Good Governance. The research aims to find out the government's strategy in realizing Good Governance in the Procurement of Goods/Services through SPBE. The qualitative approach as an approach in understanding social phenomena reviews the interaction caused between the government and society, literature studies as a tool to understand cases that will be generalized in answering this research. The five indicators based on Geoff Mulgen's theory are Purposes, Environment, Direction, Action, and Learning. The goal is directed at transparency and accountability through digital systems such as E-Catalog. The digital environment creates an objective process with minimal conflicts of interest. Strategic leadership plays a role in directing the vision and coordination between implementers. The real implementation can be seen from the integration of SPSE and e-Catalog. Meanwhile, the learning process is carried out through training and human resource development to ensure adaptation and sustainability.

KEYWORDS: Procurement; Good Governance; SPSE

INTRODUCTION

Good governance has been a prominent issue since the era of reform in the Republic of Indonesia. This was triggered by findings indicating situations of governmental non-transparency, which in turn made public trust in the government vulnerable to decline. Good governance, as it is known, serves as a paradigm for managing the two key actors namely the government and society as elements of the state in order to produce innovative policies that meet the needs of the people (I. B. Lukman, 2021).

Technological advancements have also played a significant role in realizing good governance, as Indonesia has undertaken the digitalization of its governmental systems through the Electronic-Based Government System (SPBE). SPBE, which was conceptualized within the National Long-Term Development Plan (RPJP) 2005– 2025, the Grand Design for Bureaucratic Reform 2010– 2025, and the National Medium-Term Development Plan (RPJM) 2014–2019, aims to enhance the accessibility of public services beyond mere physical aspects and efficiency (Choirunnisa et al., 2023). Through this system, the public can access a wide range of information, including government budgets, and can submit complaints (whistle-blowing) regarding bureaucratic pathologies within the public service process.

The provision of needs in public services, namely the Procurement of Goods and Services, has been carried out digitally through the e-catalog (Medina Lutfiani Pranoto et al., 2024) under Presidential Regulation No. 16 of 2018 concerning the Procurement of Goods or Services by the Government. Procurement of Goods and Services (PBJ) is an activity aimed at fulfilling the needs of Ministries/Agencies as well as Regional Governments, funded through both the State Budget (APBN) and the Regional Budget (APBD).

Several case studies regarding PBJ and its implementation within SPBE have been identified. The Regional House of Representatives (DPRD) of South Tangerang City, for example, has implemented PBJ through the e-Catalog; however, challenges remain, such as unprepared human resources and operational facilities that do not meet proper standards (Medina Lutfiani Pranoto et al., 2024). A different obstacle was experienced by the Gorontalo Provincial Government, where the integration of various applications and payment systems has not yet functioned optimally, thereby slowing down the PBJ process (Kalupe et al., 2024). These two issues, identified as case samples, highlight the urgent need for government strategies based on SPBE to optimize PBJ so that transactions can result in mutual benefits, ensuring smooth public services and supporting the economy, particularly for companies producing Domestic Products (Saragi, 2023).

According to a press release by Indonesia Corruption Watch (ICW) on June 12, 2025, titled “Perpres PBJ 2025: The Formality of Eradicating Procurement Corruption,” findings from the 2024 Integrity Assessment Survey revealed that 98% of provincial

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governments and 67% of regency/municipal governments are vulnerable to corruption in relation to PBJ. The methods used include fictitious reports, price manipulation, group interests, and bribery (ICW, 2025).

Data released from a survey conducted by the Corruption Eradication Commission (KPK) on seven types of cases shows that PBJ is the second-highest category, with the number of cases consistently increasing over the past four years, as presented in Table 1. The procurement of goods/services (PBJ) is highly susceptible to corruption because it involves large sums of money, while the government has not been able to clearly specify its needs, and there remain loopholes in transaction transparency (Indrawan et al., 2020).

Table 1.1 Number of Corruption Cases by Type, 2022–2025

Types of Cases	2022	2023	2024	2025
Procurement of Goods/Services/State Assets (PBJ/SA)	14	62	68	16
Licensing	0	3	0	0
Gratuities/Bribery	100	85	63	12
Levies/Extortion	1	1	16	0
Misappropriation of Budget	5	8	6	0
Obstruction of KPK Processes	0	2	1	0

Source: KPK (Processed by the researcher), 2025.

Given that such cases are still being discovered, it is crucial to identify the appropriate strategies for the government, both at the central and regional levels, in implementing SPBE to achieve Good Governance in the procurement of goods and services in a more efficient, transparent, and accountable manner (Andrew Wijaya & Mohammad Saleh, 2025). This study examines the strategies already undertaken by the government, based on electronic systems as embodied in SPBE, to realize Good Governance and provide tangible contributions to improving the procurement system and strengthening the values of transparency, efficiency, and accountability in the public sector, thereby preventing transactions that could harm the state.

I. CONCEPTUAL FRAMEWORK

A. Good Governance

The term Good Governance needs to be examined separately from governance itself. The popularity of the term governance is often equated with government, meaning the state or administration, but contextually, they are different. The United Nations Development Program (UNDP) defines governance as the exercise of political, economic, and administrative authority in managing a country's affairs at all levels (A. K. Lukman, 2022). More precisely, it should be understood as leaning toward the public sector, where the concept of governance refers to all stakeholders within a state, not merely the local government with its bureaucratic complexities (Dannug, 2005). The presence of governance serves as a guide for creating ideal conditions that uphold the sovereignty of the people, with community leaders playing an important role in regulating governance in certain cases.

The emergence of the term Good Governance reflects the voice of the people's sovereignty in response to unfavorable incidents occurring within the sphere of government. Transparency was not realized, nepotism was supported and left unchecked, and there was even an imminent risk of absolute power. The World Bank defines Good Governance as a political system within an organization, institution, or government that establishes strong mechanisms of authority to ensure that voices from the lower levels of society are heard and conveyed upward within the administrative structure to create better conditions for the state. Good Governance is directed toward fostering transparency and exercising authority in political and economic spheres to achieve sustainable development (Rahim, 2019).

Good Governance has eight principles (Dannug, 2005) that describe the ideal conditions for central, international, and local governments. These eight principles can be outlined as follows:

1. *Rule of Law*

The importance of upholding the rule of law in a country lies in its ability to counteract conflicts of interest.

2. *Transparency*

Openness and public access to information regarding governmental processes and operations.

3. *Responsiveness*

A prompt and responsive reaction to the needs and aspirations of the community must be prioritized.

4. *Consensus Oriented*

It is not only the government that is involved, but also various sectors with relevant expertise to reach a comprehensive and optimal consensus (Dailiati et al., 2018).

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5. *Equity and Inclusiveness*

Everyone has equal rights, including vulnerable groups and the pursuit of gender equality.

6. *Participatory*

Society, as the holder of the highest sovereignty, must be involved in decision- making, which can also be represented through legislative bodies.

7. *Effective and Efficient*

The existence of well-prepared planning is essential to achieve targeted outcomes in managing and delivering public services, ensuring minimal input and maximal output.

8. *Accountability*

The involvement of all parties including government institutions, political figures, and the private sector must be accompanied by accountability. Every decision made must be explainable to ensure the protection of civil rights and proper implementation.

B. SPBE

The Electronic-Based Government System, abbreviated as SPBE, is a mechanism that regulates the administration of government based on information and communication technology (Andrew Wijaya & Mohammad Saleh, 2025) to enhance the effectiveness and efficiency of public services. Moving away from conventional methods, the government is now able to provide services with a digital mindset across many aspects of governmental operations. The main features of SPBE include:

Online Public Services:

1. Transparency and Accountability;
2. Operational Efficiency;
3. Inter-Agency Government Communication: dan
4. Information Security.

The implementation of SPBE is based on Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System, which aims to ensure synchronized services between the central and regional governments. With the creation of this system, access must be channeled through a single, vertically integrated gateway (Andrew Wijaya & Mohammad Saleh, 2025). This eliminates sectoral egos among agencies and maintains a consistent focus on serving the public.

Digital media platforms have emerged as an implication of the SPBE implementation. The government must take advantage of this situation to detect anomalies, fraud, and fabricated schemes that are undesirable (Awaludin, 2019). This is referred to as interoperability, which enables the exchange of information in real time without being constrained by space and time. As a result, various needs can be communicated through service flows that can be streamlined.

C. Practice of Goods and Services Procurement

The Procurement of Goods and Services (PBJ) is an activity aimed at providing the necessary goods and services for an organization. It is regulated under Presidential Regulation No. 12 of 2021 concerning Amendments to Presidential Regulation No. 16 of 2018 on Government Procurement of Goods and Services. The principles that must be upheld in the implementation of PBJ are as follows:

- a. Principle of Efficiency;
- b. Principle of Effectiveness;
- c. Principle of Fair Competition;
- d. Principle of Openness;
- e. Principle of Transparency;
- f. Principle of Non-Discrimination; and
- g. Principle of Accountability.

The Electronic Procurement System is a system used by the government, specifically developed by the National Public Procurement Agency (LKPP), to integrate with other information systems such as planning, budgeting, payment, asset management, and additional related systems. E-Procurement is a goods and services procurement system conducted electronically (Andrianto, 2007), and in Indonesia, it is referred to as SPSE. SPSE is managed by organizations within each government institution known as the Electronic Procurement Service Agency (Lembaga Pengadaan Sistem Elektronik). The supporting systems of SPSE include:

- a. National Procurement Portal;
- b. Management of Human Resources for Goods/Services Procurement;
- c. Management of Advocacy and Legal Dispute Resolution;
- d. Management of Public Participation;
- e. Management of Learning Resources; dan
- f. Monitoring and Evaluation.

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D. Government Strategy

The strategy theory used is that of Geoff Mulgan (2008), who states that “Public strategy is the systematic use of public resources and powers, by public agencies, to achieve public goods.” The five indicators used to elaborate on government strategy, along with several sub-indicators identified by the researcher to support this theory, are as follows:

a. Purposes

The researcher here should elaborate on the objectives of implementing SPBE in PBJ as a means of realizing Good Governance, based on.

b. Enviroment

The researcher clarifies that this sub-indicator refers to viewing the Ecology of Government as an organism within its surrounding environment. There is a reciprocal relationship between the government’s internal interactions and its external environment (Robi Cahyadi, 2021).

c. Direction

The researcher seeks (Terry & Leslie, 2003) to understand how to mobilize group members so that they are motivated to achieve the organization’s goals, with the expectation that these members will collectively strive to reach those objectives, an effort that can be observed through coordination and communication.

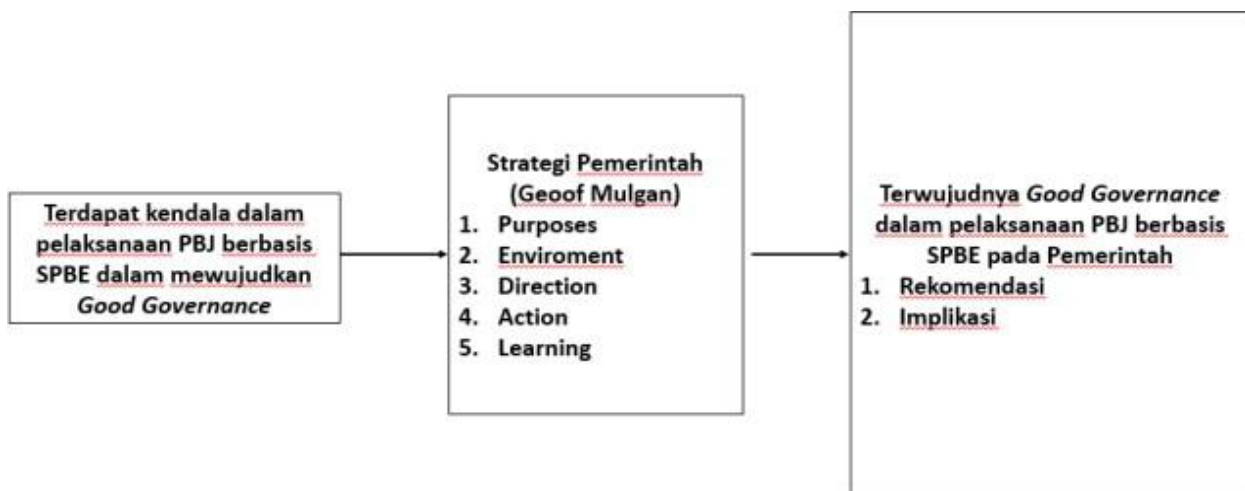
d. Action

For the action indicator, the researcher examines how existing policies, leadership, and efforts to achieve the stated objectives are implemented. This process can generate value for the public, but ultimately, it depends on the strategies employed.

e. Learning

The researcher clarifies this indicator (C & D, 1996) as comprising productivity and openness of attitude.

Picture 1.1 Theoretical Framework Chart



II. METHOD

This study employs a qualitative approach, which emphasizes subjective assessments of attitudes, opinions, and behaviors (Kothari, 2004). The qualitative approach is closely tied to the study of behavior and the underlying motives driving such behavior. Theoretical formulations were developed to support the main theory used in analyzing the research problem. A descriptive research design was applied to uncover facts within an ongoing phenomenon.

A case study was deemed an appropriate strategy for examining contemporary (current) phenomena in the field (Yin, 2014). Since the process of goods and services procurement is a practical activity, case studies were used to observe variations across different institutions and draw conclusions consistent with a qualitative approach.

To strengthen the theoretical foundation and understand the context relevant to the topic, this research also incorporated a comprehensive literature review of various references, including academic journals, scholarly books, and policy documents within the scope of the study. The literature review serves not only as an initial basis for formulating the conceptual framework and research questions but also as a tool to identify knowledge gaps and construct logical and structured arguments. By utilizing these diverse sources, the researcher gains deep insights into existing theories, recent developments in the field, and relevant methodological approaches, ensuring that the analysis is critical, data-driven, and aligned with the evolving academic discourse.

III. RESULTS AND DISCUSSION

The Government of Indonesia has implemented SPBE, particularly in the area of goods and services procurement (PBJ), based on Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System. This creates coherence between the

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central and regional governments to ensure the equitable implementation of Good Governance.

A. Government Strategy of Geoff Mulgan

The strategy implemented by the government in realizing Good Governance, based on Geoff Mulgan's (2008) theory, suggests that public policymakers play an important role in utilizing available resources to achieve an ideal state of affairs. The researcher outlines this strategy, which is divided into several indicators, as follows.

1. Purposes

The objectives set in the implementation of PBJ to achieve Good Governance through SPBE are based on Goal Setting Theory (Latham, 1990), which emphasizes the challenges in attaining those objectives. The National Public Procurement Agency (LKPP) ensures that PBJ implementation is standardized through SPBE via the E-Catalog, as regulated in LKPP Head Decree No. 117 of 2024 on the Administration of the Electronic Catalog, which aims to manage products provided by businesses or MSMEs as well as the operation of the Electronic Catalog center.

This framework creates a condition of scarcity by limiting the number of registered providers for each product. This in turn generates challenges, namely intense competition due to the strict requirements and selection process. Research by Yustinus Dama et al. (2020) asserts that business competition drives entities to compete, including in PBJ, compelling them to continuously innovate and create in order to gain an advantage over others. As stated in the principles of Good Governance (Dannug, 2005), the principle of Transparency is an objective that must be implemented in electronic-based PBJ, fostering healthy competition.

2. Environment

SPBE, as a manifestation of Good Governance, reflects interactions that are evaluated objectively. The correct term for implementing SPBE is E-Government, which refers to the use of information technology by government agencies to reconstruct relationships between citizens, the business sector, and other governmental units (Andrew Wijaya & Mohammad Saleh, 2025). E-Government serves as a universal concept for understanding SPBE in the execution of e-procurement, which can be observed through the E-Catalog, where activities such as e-purchasing and e-tendering are conducted using methods like price negotiations and/or mini-competitions.

Direct contact between suppliers and procurement committees is significantly reduced, which minimizes conflicts of interest and maximizes objectivity, given that PBJ activities must be financed by the State Budget (APBN) or Regional Budget (APBD) to ensure they remain on target (Mulyono, 2020). It is important to understand the interaction between the government, acting as the procurement committee, and the PBJ participants in e-tendering, which is regulated by LKPP Regulation No. 1 of 2015 on e-tendering and by LKPP Head Regulation No. 14 of 2015 on e-purchasing (Malinda et al., 2017).

The e-tendering method is carried out to select goods/service providers online through SPSE, beginning with the selection preparation according to the procurement party's criteria, followed by the selection process, which includes package creation, tender announcements, and tender registration. An online explanation stage is then conducted, during which face-to-face meetings between providers and procurement officials are prohibited, ensuring objective focus on qualification documents and bid submissions. The evaluation stage becomes the final phase to determine which parties are disqualified. However, the process does not end there; there is a reciprocal relationship, as described in the Theory of Government Ecology (Kurniawan, 2021), in which transparency between the government's internal and external environments significantly influences the government's operation as a system. Disqualified participants may submit an online objection (appeal) through SPSE, which will then be forwarded to the Commitment-Making Officer (Pejabat Pembuat Komitmen/PPK).

3. Direction

The process of standardizing PBJ presents a challenge, particularly for LKPP, as the agency with authority over PBJ regulations within the government. George Robert Terry (2003) discusses strategic leadership in analyzing the directive components of a system.

Coordination and communication must be established to build a shared understanding among the various parties involved, especially in the implementation of PBJ online. Human resources assigned to PBJ or within the Procurement Work Units (UKPBJ) must adapt to the technological advancements in PBJ execution through SPSE. With mentoring programs, such as those conducted at the South Tangerang City DPRD (Medina Lutfiani Pranoto et al., 2024), two-way communication significantly increases the likelihood of new employees understanding PBJ, thereby facilitating their adaptation and skill development. Furthermore, understanding each staff member's duties and functions also supports the effective implementation of SPBE (Awaludin, 2019; Andrew Wijaya & Mohammad Saleh, 2025).

4. Action

Tangible (empirical) actions can be seen and carried out, particularly in the use of PBJ applications. SPBE has been integrated nationally, ensuring that PBJ activities are implemented effectively in accordance with the principles of Good Governance (Addink, 2019).

Public participation in PBJ is facilitated through the e-Catalog, a digital service that allows access to essential information on the

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availability of goods certified with Domestic Component Levels (TKDN) as well as services. The electronic catalog was updated from version 5 to version 6 based on LKPP Circular No. 9 of 2024. This integrated procurement process (Medina Lutfiani Pranoto et al., 2024) serves as a concrete manifestation of Good Governance.

Within the e-Catalog, users can search for specific product price details in accordance with the applicable state or regional budgets (APBN/APBD). Prices are adjusted regionally (OTR – On The Road) to eliminate doubts in transactions. An added benefit of implementing SPBE in PBJ is its role as an accelerator for the Program Percepatan Peningkatan Penggunaan Produk Dalam Negeri (Program for Accelerating the Use of Domestic Products, P3DN) (Sumarsono & Nugroho, 2024), as it provides opportunities for MSMEs in line with the participatory and transparency principles of Good Governance.

5. Learning

The ongoing need to keep pace with technological developments in the field of PBJ requires every institution to conduct training to enhance the competence of human resources. Research conducted by Medina et al. (2024) emphasizes building public trust by preparing human resources in line with the philosophy of Good Governance through adequate training, adherence to SOPs, and career development. Likewise, research by Awaludin (2019), which focuses on the development of ICT human resources to optimize SPBE, has produced impacts that can serve as models for other institutions such as the creation of e-learning applications, media laboratories as infrastructure, the cultivation of soft skills including attitudes and knowledge, and the fostering of relationships for information sharing.

IV. CONCLUSION

The government's strategy for realizing Good Governance through SPBE in the procurement of goods and services can be analyzed using the five indicators from Geoff Mulgan's theory: purpose, environment, directing, action, and learning.

From the perspective of purpose, the implementation of SPBE is aimed at building a transparent and accountable procurement system through the E-Catalog, which fosters healthy competition and innovation among suppliers. In terms of environment, the digitalization of the procurement process creates objective interactions and minimizes conflicts of interest through e-tendering and e- purchasing. Regarding directing, strategic leadership plays a crucial role in steering the vision and building effective coordination and communication among procurement implementers, as emphasized by George R. Terry.

Meanwhile, action is reflected in the concrete implementation of the SPSE system and the integration of the electronic catalog, which supports efficiency, MSME participation, and programs to increase the use of domestic products. Finally, through learning, the processes of training, human resource development, and technology-based innovation serve as ongoing steps to strengthen adaptation, enhance employee competence, and ensure the sustainability of good governance.

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