

# **FACTORS THAT AFFECT MANAGER PERFORMANCE OF PROCUREMENT OF GOVERNMENT GOODS / SERVICES STUDY AT GOVERNMENT OF CENTRAL LOMBOK REGENCY, INDONESIA**

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## **Abstract**

*This research aims to examine and analyze the impact of e-procurement, separation of the organizational structure and the quality of human resources toward the performance of manager of the procurement of government goods / services. This study used a quantitative approach with the type of explanatory analysis conducted at the Regional Government of Central Lombok regency, West Nusa Tenggara Province, Indonesia. Tests conducted to 35 respondents who are the managers of the procurement of government goods / services that work using procurement application, group of respondents of ULP, LPSE, PPK in Central Lombok District Government. Analysis of the data in this study used the approach Partial Least Square (PLS) with the help of software SmartPLS. The results showed that e-procurement influenced positively and significantly toward the performance of the manager of the procurement of goods / services of the government, while the separation of the organizational structure and the quality of human resources influenced positively not significantly toward the performance of the manager of the procurement of government goods / services. The results of this research indicated that local governments must continue to look for how the right organizational structure*

*and how to improve the quality of human resources in order to achieve the performance of the manager of the procurement of government goods / services to be expected.*

*Keywords: E-Procurement, Organizational Structure, Quality of Human Resources, Managerial Performance, Procurement of Goods / Services*

## **INTRODUCTION**

Implementation of the affairs of local governments are now implemented with the principle of regional autonomy, those essentially are the rights, powers and obligations of autonomous to organize and manage the affairs of government and the interests of local communities, in accordance with the law in force. In the implementation of regional autonomy, policy implementation of procurement of goods/ services of the government is an important component.

Presidential Decree No. 80 Year 2003 about Guidelines for Procurement of Goods / Services and its changes is the first legal basis in the process of procurement of government goods / services. The second legal basis is Presidential Decree Number 54 Year 2010 concerning Procurement of Goods / Services (Rahmadsyah, 2014). Presidential Decree No. 54 year 2010 until now has had four changes. Last namely, Presidential Regulation No. 4 year 2015 about the fourth Amendment on Presidential Decree No. 54 Year 2010. Continual change is done to provide improvements to the service to the community, especially the procurement of goods / services of the government to be more transparent, economical, efficient and effective (Artantri, 2016).

Head of Government of Procurement of Good and Service Agency (LKPP) introduced ecosystem Procurement illustrating that provision does not stand on its own, which implies that the procurement associated with other systems, such as the system of budgeting, treasury and taxation, system of government, the law enforcement system that could affect the process and output (Kuncoro, 2016). The procurement process itself consists of representatives from Institutional, Guidelines, Infrastructures (including information technology) as well as Human Resources as a whole should produce output of goods / services that are affordable and have a good quality.

In order to strengthen the institutional, based on Central Lombok Regency Regulation No. 6 year 2016 on November 9th, 2016 on the Establishment and Composition of the Region. Management of LPSE and ULP which before is in one organizational unit, now these have been separated but still remains at one agency so these are expect that independence, performance and efficiency of the ULP and LPSE in doing services can be more realized. In addition, the

ULP since 2013 has become a permanent ULP just still be in an organizational unit with LPSE which is the agency that handles applications of SPSE (Electronic Procurement System) or *e-procurement*. Facilities and infrastructure in this case related to information technology have also been performed in Central Lombok by implementing the application of electronic auctions(*e-procurement*). *E-procurement* is a procurement process that refers to the use of the Internet as information and communication technologies (Croom and Jones, 2007). The *e-procurement* is expected to be able to bring benefits to users such as the standardization of procurement processes, transparency and better procurement efficiency, the availability of a special unit price information in the internal in-supporting the accountability of the procurement process. During its development, system of *e-procurement* is expected to be an application that is able to support the better performance implementation in internal government and third parties, and can help to create good governance.

Factors such as the competence of qualified human resources can be seen with the procurement manager who already has the certification of goods / services. In Central Lombok District, All members of the Working Group (WG) of ULP have been certified. But there are still many of OPD who do not have an employee certified so The commitment maker official (PPK) in every OPD still held by structural officials. Similarly, the Procurement Officer so that the quality of human resource of Manager It can be found from their assignment as the Procurement Working Group members and Committing Officer (CO) on the other OPD so the quality of the human resources manager of the procurement of goods / services must be improved, in order to maintain their competence. Besides that it is also necessary for the training and socialization to increase employee that will take the exam in order to increase personnel certification of reliable PBJ and certified.

Various publications in this time can not currently be used to measure the performance of procurement because the data presented to the public is still piecemeal in the input and output has not yet reached the outcome.

Table 1. Recapitulation of Auction Results Per Year Through LPSE in Central Lombok Year 2015 – 2017

N o.	Year	Package of Auction (Package)	Auction Discount Done (Package)	Auction Discount Done Capping (Rp.)	Offer Value Corrected (Rp.)	Difference of Auction	
						(Rp.)	(%)
1	2	3	4	5	6	7	8=(7/5*100)
1	2017	109	109	419.933.549.865	397.770.896.137	22.162.653.728	5,28
2	2016	120	120	303.657.698.580	276.726.479.935	26.931.218.645	8,87
3	2015	131	131	131.388.986.753	114.752.600.122	16.636.386.631	12,66

Source: Development Administration Part and LPSE of regional secretariat in Central Lombok 2017.

Based on the above table, data published is only procurement data wearing an electronic auction through LPSE. The value of transactions through LPSE describes the performance of the procurement process that is done electronically by ignoring work late or incomplete. In the column 8 Table 1, it can be seen that the percentage difference saving auction last three years increased, but in terms of financial decline. This means that the total value of the auctioned decreases with the number of packets also decreases which indicates that the packet of electronic auctions in Central Lombok regency decreased from year to year, so the percentage of efficiency also decreases. If this looks at the table, it can be said that the performance of the procurement process through electronic decreased.

Some scientific researches underlying this research are Prawirodirjo (2007), Yuningsih (2010) and Savitri (2008), stated that the organizational structure variables influenced positively and significantly toward employee performance. This means that changes in the level of employee performance are largely determined by the success or failure of the changes that are being done.

Research about the effect of the use of information technology (IT) to the individual performance that has been done by Siregar (2014), showed that the use of information technology influenced positively significantly toward the individual performance. This means that in order to improve the performance of an individual or a manager of procurement of goods / services then one way to do is to utilize information technology in line with the research of Rahadian, *et al*, (2015), that there is positive and significant effect of e-procurement toward the performance.

This is different with the research of Astuti (2012) who stated that variables change in the system of procurement of goods / services did not influence significantly toward employee performance. Differences in results of the procurement system change from manual to electronic services have become a *research gap* from previous studies and critical attention to the linkages examined again for the performance with this *e-procurement*.

Variable quality of human resources becomes factor that determines the success of a system of procurement of goods / services. According to Farida (2013) stated that the internal factors of the organization that hinder the performance of the organization, one of them is human resources, the lack of human resources in both quantity and quality, the education level of employees who have not been in accordance with the tasks to be performed is known from absence of an employee who has Special educational background of technical procurement, as well as the lack of technical ability possessed employees.

Ability to work has an influence toward performance. This means that the ability to work has a real impact on performance. In other words, the better ability to work is, the better

performance of managers is. The indicators of workability that contribute to the improvement of the performance are the ability of the knowledge, skills capabilities, training, and work experience (Pentury, 2010). This is in line with the Thai study (2001) in Arifianti (2015) revealed that the professionalism or quality of the committee are factors that influence the success of a system of procurement of goods / services to achieve the goals set.

*Grand theory* underlying this study is the *Agency Theory*. Jensen and Meckling (1976) define an agency relationship as a contract between one or more persons acting as principals (owners) who appoint someone else as agents (managers) to perform services for the benefit of the principal, including delegating power in decision-making.

According to Lane (2000) in Jatiningtyas (2011), agency theory can be applied in public organizations. He stated that the modern democratic state is based on a series principle-agent relationship. Among the principal and the agent always happen agency problem, it also occurred in the procurement of goods and services, where the principal is the local government and the agency is the manager of the procurement of goods / services.

The general aim to be achieved in this research is to test and find evidence of the effect of e-procurement, changes in the structure and competence of organizations working toward the performance of human resources manager of the procurement of goods / services of the government.

## LITERATURE REVIEW AND HYPOTHESES FORMULATION

### E-Procurement

Electronic *Procurement (e-Procurement)* is the procurement of goods / services conducted using information technology and electronic transactions in accordance with statutory provisions. Procurement of goods / services electronically is done by *e-tendering* or *epurchasing* (Ramli, 2014: 325).

Variable of *E-procurement* is a procurement process that refers to the use of the Internet as the information and communication technologies (Croom and Jones, 2007). Procurement process of goods and services with e-procurement system utilized information and communication technology facilities that are used to support the public tender process electronically.

Research about the effect of the use of information technology (IT) to the individual performance that has been done by Siregar (2014) showed that the beneficiaries of information technology influenced positively and significantly toward the performance of the individual. Therefore, the use of *e-procurement* really influenced the performance of the procurement of goods and *services*. This is in line with the research of Rahadian, *et al*, (2015), that there is

positive and significant effect of *e procurement* toward the performance. Based on the description of the implementation, *e-procurement* may affect the procurement of efficient services, then it may be made the formulation of hypotheses as follows:

**H1: *E-procurement* influence positively toward the performance of the manager of the procurement of government goods / services**

### **Separation of Organizational Structure**

Organizing (*organizing*) is the process of structuring the organization in accordance with organizational aims, resources that is owned, and the surrounding environment. Organizing is done to achieve the strategic objectives of an organization that should begin with several stages, one of them is the process of designing the organization. Specific relationship patterns in this process is the organizational structure. The organizational structure can be defined as a formal mechanisms by which the organization is managed. The organizational structure set out how job tasks are divided, grouped, and coordinated formally (Robbins, 2008).

Prawirodirjo (2007), Yuningsih (2010) and Savitri (2008) stated that the organizational structure variables influenced positively and significantly toward the employee performance. This means that changes in the level of employee performance is largely determined by the success or failure of the changes that are underway. The better the company's organizational structure adjustment is, the better also the performance of employees in the company is, and conversely the bad settings in the organizational structure of a companies, it will get worse anyway performance of employees in the company concerned. (Savitri, 2008). Thus the third hypothesis can be formulated as follows:

**H2: Separation of organizational structure influence positively toward the performance of the manager of the procurement of government goods / services**

### **Quality Human Resource**

Procurement of goods / services that is able to apply the principles of procurement of goods / services (seven principles of procurement of goods / services) is the procurement of goods / services that are implemented by the parties related to the procurement of goods / services. Parties associated with the procurement of goods / services are those who had the knowledge, skills and integrity in the procurement of goods / services as well qualified as the manager of the procurement of goods / services. Qualification as a manager of procurement of goods / services in the form of certificates of goods / services acquired after following education training of procurement of goods / services and also passed the competency test of procurement of goods / services.

Ability to work has an influence on performance. This means that the ability to work really influenced toward performance. In other words, the better ability to work is, the better performance of managers is. The indicators of workability contribute to the improvement of the performance that are the ability of the knowledge, skills capabilities, training, and work experience (Pentury, 2010).

This is consistent with research of Farida (2013), that the internal factors of the organization that hinder the performance of the organization, one of them is human resources, the lack of human resources in both quantity and quality, the education level of employees who have not been in accordance with the tasks to be carried out are known of yet their employees who have special educational background of technical procurement, as well as the lack of technical ability possessed employees. Based on the above, it can be formulated the following hypotheses:

**H3: Competence of Human Resource influenced positively toward the performance of the manager of the procurement of government goods / services**

## METHODOLOGY

This research is a quantitative study with research *explanatory type*. Sukandarrumidi (2006: 105) explained that *explanatory* research (explanation) is a study to test the hypothesis about a causal relationship between two or more variables. Relationships used in this study is a causal relationship, the relationship is causal in which one of the variables(*independent*) affects the other variables(*dependent*) (Sugiyono, 2013).

The populations in this research are all employees who in doing their duties utilize procurement of goods / services(*e-procurement*) in Central Lombok District Government. The population in this study are all commitment maker officials, Procurement Officer, Procurement Services Unit Members, and members of LPSE (Electronic Procurement Service), they are 102 (one hundred and two) people. Sample taking was done by technique of *purposive sampling* that is a technique of selecting samples based on specific criteria (Cooper and Schindler, 2001). The total of samples are 35 (thirty five) respondents. According to Roscoe (1982: 253) in Sugiyono (2016: 91) a decent sample size in the research were between 30 and 500.

This study used two statistical data analysis techniques, namely descriptive and inferential statistics. Inferential statistics used analysis *Partial Least Square (PLS Smart)*, from measurements of the model (*outer model*), structural model (*inner model*), and hypothesis testing. PLS are several stages in the conceptualization of the model, the determination of the method of analysis *algorithm* (path), the determination of the model *resampling (bootstrapping)*, and the determination of the path diagram.

## RESULTS AND DISCUSSION

### Measurement Model Evaluation

Evaluation *Model Outer* was performed to assess the validity and reliability of the model (Ghozali and Latan, 2015: 73). Outer models with reflective indicators was evaluated through testing criteria by using convergent construct validity and discriminant validity. Based on the initial testing of the first phase, there are 29 indicators that qualified the high validity because it has a loading factor  $> 0.7$  whereas 4 indicators have factor loading values  $< 0.7$  and should be removed to perform the evaluation in the second phase. In phase II, all indicators should has a loading factor values  $> 0.7$  so it can be said that it has met the test of validity. Image loading factor in this study can be seen in Figure 1.

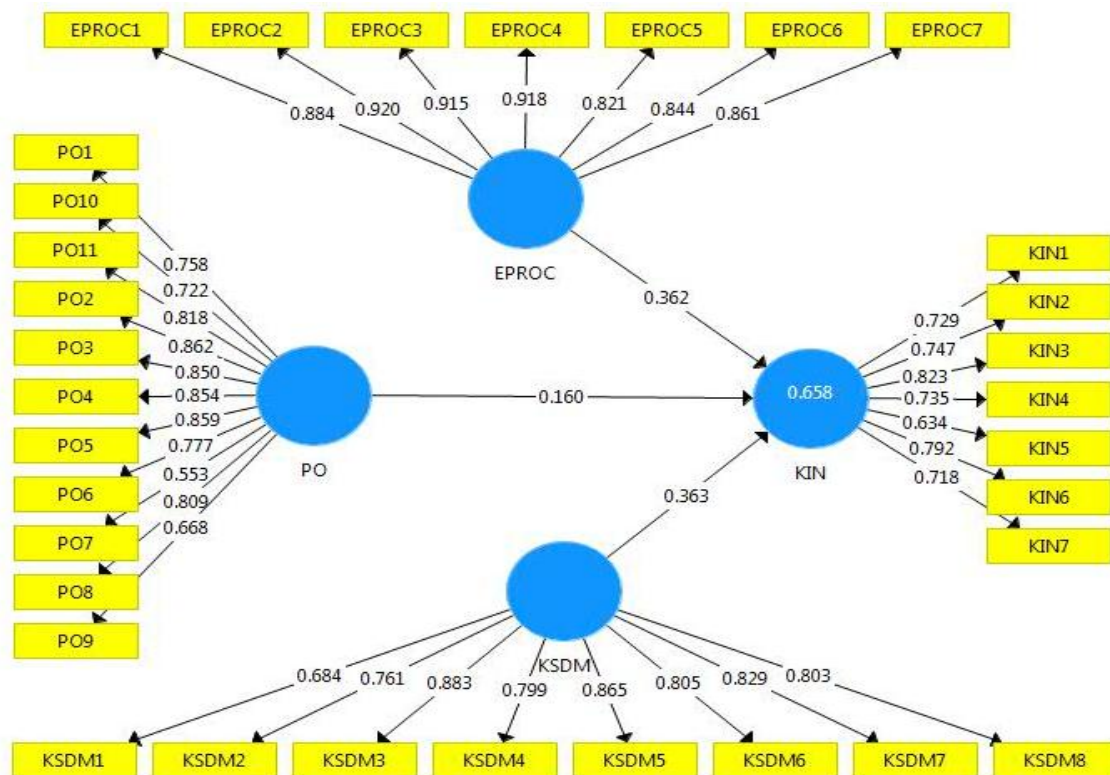


Figure 1. Loading Factor

Reliability test was conducted by looking at the value of composite reliability. Reliability composite value is more than 0.7. Based on Table 1, it can be seen that the composite value of the variable reliability of *e-procurement* (EPROC), performance (KIN), the competence of human resources (KSDM) and the separation of organizational structure (PO) has a good value that is more than 0.7.



Table 1. Values of composite reliability

Composite reliability	
EPROC	0960
KIN	0894
KSDM	0939
PO	0949

Source: PLS Output, 2018

### Evaluation of Structural Model

Testing *Model Inner* was conducted to examine the relationship among the latent variables (hypothesis). Testing for the structural model in this study were tested using *the R-squared* or  $R^2$  in the endogenous constructs used to look at the ability of exogenous variables to explain the endogenous variables. Value classification of *R-square* according to Hair et al. (2015: 78) consists of 0.75 (strong), 0.50 (moderate) and 0.25 (weak).

Table 2. The value of *R-square*

<i>R-square</i>	
KIN	0.638

Source: PLS Output, 2018

From Table 2, it can be seen that the value of *R-square* ( $R^2$ ) is obtained from relationship among *the E-procurement* (EPROC), Separation of Structural Organizations (PO) and competence of Human Resources (KSDM) toward performance is 0638 or included in the moderate category. These results indicate that 63.8% of diversity of variables Performance (KIN) can be explained by the variable of *e-procurement* (EPROC), Separation Structure Organizations (PO) and the Competence of Human Resources (KSDM) and the balance is 38.2% that is explained by other variables associated with the variable performance (KIN) that is not examined.

After testing the structural prerequisites, next to be done testing of hypothesis by observing the path coefficient (Path coefficients) and the level of significance of the results of the calculation of the structural model of each lane. In this study, this used a significance level of 5% to the value with the value of T-table of one-tailed hypothesis (one-tailed) is 1.64.

Table 3. Path coefficients

Relationship among Variables	Original Sample	Standard Mean	T Statistics	P-Values	Conclusion
EPROC -> KIN	0.446	0.430	1.822	0.035	Received
PO -> KIN	0.050	0.072	0.203	0.420	Rejected
KSDM -> KIN	0.378	0.385	1.560	0.060	Rejected

Source: Output PLS, 2018

Based on table 3, this is gotten the illustrations about the hypothesis testing related as follows:

- a. Variable of *E-procurement* (EPROC) has a path coefficient value of 0.446 which means that the variable of EPROC influenced positively toward the performance variables (KIN). P-value is 0.035, it indicates that the level of significance is under 0.05 ( $<0.05$ ) and T-statistic is 1.822  $>$  t-table (1.64) which means that EPROC influenced positively and significantly toward the variable of KIN. therefore EPROC variable influenced positively and significantly toward the KIN which means that the first hypothesis (H1) is accepted. Therefore it can be interpreted that the higher of EPROC will increase and vice versa.
- b. Separation Variable of Structure Organizations (PO) has a path coefficient value of 0.050, which means that the variable of PO influenced positively toward the variable of KIN. P-value is 0.420 that indicates that the level of significance is under 0.05 ( $> 0.05$ ) and T-statistic is 0.203  $<$  t-table (1.64) which means that PO influenced positively but not significantly toward the variable of KIN. Therefore PO variable influenced positively and significantly toward the KIN which means that the second hypothesis (H2) is rejected. So it can be interpreted that the higher of will not be able to increase the KIN and vice versa.
- c. Variable Competence of Human Resources (KSDM) has a path coefficient value that is 0.378, which means that the variable of KSDM influenced positively toward the variable of KIN. P-value is 0.060 which indicates that the level of significance is 0.05 ( $> 0.05$ ) and T-statistic is 1.560  $<$  t-table (1.64) which means that KSDM influenced positively but not significantly toward the variable of KIN. Therefore KSDM variable influenced positively not significantly toward the KIN which means that the third hypothesis (H3) was rejected. It has been suggested that the higher KSDM can not increase good KIN and vice versa.

## DISCUSSION

Variables of *E-procurement* (EPROC) has a path coefficient value of 0.446, which means that the variable EPROC influenced positively toward the performance of variables (KIN). P-value is 0.035 which indicates that the level of significance is under 0.05 ( $<0.05$ ) and T-statistic is 1.822  $>$  t-table (1.64) which means that EPROC influenced positively and significantly toward the variable of KIN. Therefore EPROC variable influenced positively and significantly toward the KIN, this means that the first hypothesis (H1) is accepted. Therefore it can be interpreted that the higher role of *E procurement* will improve the performance of the manager of the procurement of government goods / services. In this study, the role of *e-procurement* including EPROC will increase good KIN and vice versa.

The results are consistent with research of Rahadian, *et al*, (2015) who states that the *e procurement* influenced positively and significantly toward performance.

Separation Variable of Structural Organizations (PO) has a path coefficient value of 0.050, which means that the variable of PO has a positive effect toward the variable of KIN. P-value is 0.420 which indicates that the level of significance is under 0.05 ( $> 0.05$ ) and T-statistic is 0.203  $<$  t-table (1.64) which means that PO influenced positively but not significant toward the variable of KIN. Therefore the variable of PO influenced positively but not significant to the KIN which means that the second hypothesis (H2) is rejected. Therefore it can be interpreted that the higher PO can not increase the KIN and vice versa.

The results of this study are not consistent with research of Prawirodirjo (2007), Yuningsih (2010) and Savitri (2008) who stated that the variables of organizational structure influenced positively and significantly toward the employee performance. This means that changes in the level of employee performance is largely determined by the success or failure of the changes that are underway. This happens because before organizational changes made in Central Lombok regency, the separation of the organizational structure has been implemented but still in one unit so that when a organizational unit is separated, this did not bring significant changes toward the performance of the management of procurement of goods / services in Central Lombok regency.

Variable quality of Human Resources (KSDM) has a path coefficient value of 0.378, which means that the variable KSDM influenced positively toward the variable of KIN. P-value is 0.060 which indicates that the level of significance is under 0.05 ( $> 0.05$ ) and T-statistic is 1.560  $<$  t-table (1.64) which means that KSDM influenced positively but not significant toward the variable of KIN. Thus KSDM variable influenced positively but not significant toward the KIN which means that the third hypothesis (H3) was rejected. It has been suggested that the higher KSDM can not increase good KIN and vice versa.

This study shows that the quality of human resources influenced positively not significantly toward the performance of the manager of procurement goods/services. This is because the human resources manager of the procurement of goods / services in Central Lombok regency is still lack, although many people are certified but only some are willing to become a manager and it is due to lack of training and sharpening skills after getting a membership certificate. Where we know that the rules of procurement of goods / services always change in a certain period.

The results are consistent with research of Farida (2013) whostated that the human factors, these are the lack of human resources in both quantity and quality, the education level of employees who have not been in accordance with the tasks to be performed, the absence of employees who have a special background of procurement of technical education, as well as the lack of technical ability possessed employees.

## CONCLUSIONS AND LIMITATIONS OF RESEARCH

*E procurement* is one of the factors affecting the performance of the manager of the procurement of government goods / services in Central Lombok regency. This means that the use of electronic procurement applications (*eprocurement*) is successful in improving the performance of the manager of the procurement of government goods / services in Central Lombok regency. While separation of organisational structure and quality of human resources influenced positively but not significantly toward the increase of managers' performance of procurement of goods / services in Central Lombok regency government.

Limitations of this study can be a evaluation material and feedback for further research. The limitations encountered in this study, these are the limited respondents who worked as a manager of procurement services that have been already certified. Besides that this study used a single statement or questions in an indicator known as the *first order* confirmatory. Future research needs to develop a broader research object and also need to explore the indicators and other factors relating to the performance of the manager of the procurement of government goods / services. This is Necessary to evaluate the research instruments, in particular relating to statements regarding indicators of performance variables procurement managers to be more easily understood. In addition, further research can use analysis of *second order confirmatory* with analysis tool of SEM-PLS (CB-SEM) to remember each variable that has dimensions and dimension has many indicators.

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