
A QUALITY ASSESSMENT OF HUMAN RESOURCES, PUBLIC SERVICE QUALITY AND PROCUREMENT OF GOODS AND SERVICES IN PROCUREMENT SERVICE UNIT OF MINISTRY OF HOME AFFAIRS

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ABSTRACT

The purpose of this study is to obtain an overview of the service quality and identify the obstacles encountered and strategies implemented to support the service quality policy of the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs. This study applies qualitative paradigm of critical theory with inductive approach, through observation and information arrangement. Based on the research findings, the system of service quality by human resources (HR) in the Secretariat of Procurement Service Unit of the Ministry of Home Affairs is in accordance with Standard Operating Procedures. The increasing human resources in the Secretariat are also constantly given trainings from relevant agencies. The obstacles encountered by the HR of the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs are the lack of the required documents causing longer time to improve while the bidding process cannot be delayed and the lack of commitment of the work team to carry out additional duties apart from the main duties in their respective component. The strategy applied to improve the service quality in the Secretariat of Procurement Service Unit of the Ministry of Home Affairs is continuous coordination between the members of the Secretariat of the Procurement Service Unit and the work team, as well as the quantity of the addition and the improvement of the quality of human resources in the Secretariat.

INTRODUCTION

One of the government functions increasingly inspected by public at present is public services administered by the government agencies. The improvement of the quality of public services has become public demand. The problem often criticized by the society or the recipients of the services is the perception of "quality" inherent in all aspects of service (Denhardt & Denhardt, 2002).

An effective government procurement system is highly important in order to achieve good governance. A poor procurement system results in high costs for the government and the society. Such system leads to the inhibition

of project implementation that further increases costs, resulting in poor project performance and delay in benefiting the public. A weak procurement system of goods and services also opens the opportunity for corruption, generating more suspicion to and protest against the integrity of the procurement process (Lubis, 2006). It becomes one of the stimuli to the emergence of electronic procurement system (Tatsis, Mena, va Wassenhove, van Wassenhove, & Whicker, 2006). Observed from various aspects, the government procurement system in Indonesia has not been implemented properly. The system is not market-oriented and prone to abuse and manipulations as well as repetition

of the value of funds for the benefit of the society. Despite the significant development in the procurement system over the last two decades, there are several main reasons why the national procurement system is not functioning properly (The World Bank, 2001) namely (1) overlapping regulations; (2) inadequate legal rules of procurement; (3) the absence of a single authorized institution to formulate government procurement policies, monitor their implementation, and ensure the sanctions and the mechanism of strict law enforcement; (4) weak compliance with applicable procurement rules and procedures and weak supervision and law enforcement; (5) limited competition in Indonesia due to the existing regulations; (6) inadequate capacity of the bidding work team and the authorized parties giving the approval and the lack of civil servant in the sector of procurement of goods/services and career ladder in the system of Civil Servant (PNS); (7) the lack of certification system for contractors and consultants; (8) unhealthy influence of various business associations in procurement; (9) practices of corruption, collusion, nepotism and other influences; (10) uneconomical contract packages due to the achievement of other objectives, the influence of various groups for other benefits in the practice of collusion; (11) inadequate advertising, particularly on contracts with small cost; and (12) the lack of follow-ups to various protests in the system against the protests in procurement and the lack of systematic monitoring of compliance with procurement regulations and procedures.

Based on the Ministerial Decree of the Ministry of Home Affairs Number 35 of 2014 on the Establishment of Government Procurement Service Unit of Goods/Services in the Ministry of Home Affairs Chapter I Article 1 Paragraph 1, Government Procurement Service Unit of Goods/Services in the Ministry of Home Affairs, hereinafter referred to as the Procurement Service Unit of the Ministry of Home Affairs, is a unit of government organizations functioning to implement the Procurement of Goods/Services in the Ministry of Home Affairs, whose

functions are integrated into the functions of the Centre of Financial Administration and Assets Management of the Secretary General of the Ministry of Home Affairs. This regulation is the basis and the milestone for the establishment of the Procurement Service Unit of the Ministry of Home Affairs.

The position of the relatively new Procurement Service Unit of the Ministry of Home Affairs has some shortcomings. At the initial establishment, there is lack of facilities and infrastructure supporting the activities of procurement of goods/services. Over time, the facilities and infrastructure have started to be fulfilled. The existing Standard Operating Procedure (SOP) is considered too complicated by the users due to an excessive number of documents that must be completed as the condition of bidding. In addition, the human resources prepared as the service providers in the secretariat are less competent because many of them do not have a certificate of procurement of goods/services from the Government Procurement of Goods and Services Agency. This is necessary because service providers must be skilled in the government procurement of goods/services (Wahab, 2005). There is a large number of simultaneously incoming biddings while the officers are limited causing the process of receiving files take longer time. The process of bidding reporting is less accurate due to the large number of incoming files and frequent price changes. Therefore, the changes in the recapitulation of the bidding process are sometimes missed.

Some of these shortcomings create problems related to the service of this unit; they are seen from many incomplete documents from the components, inhibiting the provision of services by the Secretariat of the Procurement Service Unit. In addition, there is a lack both in quality and quantity of adequate Human Resources (HR), certified for Procurement of Goods/Services in the Secretariat of the Procurement Service Unit. Another problem is the large number of simultaneously incoming bidding documents, causing the Human Resources in the Secretariat of the Procurement Service Unit to work slowly, thus

leading to less maximal services provided and inaccurate process of bidding reporting.

Based on these problems, this study develops three questions, namely (1) how is the quality of service system provided by the Human Resources in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs?; (2) What obstacles are encountered by the Human Resources in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs?; and (3) what strategies are implemented to support the maximal service quality of the Secretariat of Procurement Service Unit of the Ministry of Home Affairs?

This study is carried out to obtain an overview of the service quality provided by the Human Resources in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs and to understand the obstacles encountered, as well as the strategies implemented to solve them.

This study is limited to the service quality provided by the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs, the management of Human Resource of the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs, and the obstacles encountered, and efforts implemented in order to improve the service quality in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs.

THEORY

Public Policies

Policy as is a series of actions/activities proposed by an individual, group or government in a particular environment where there are obstacles (difficulties) and opportunities for the implementation of the policy draft in order to achieve certain goals (James & Jorgensen, 2009). This theory explains the obvious obstacles in policy making. Therefore, an organization is expected to have strategies to handle those obstacles.

According to Lasswell in Dunn (2003, p. 76), the purpose of public policy is the manifestation of human dignity both

theoretically and factually. The paradigm in the science of public policy is a synthesis between political science and organizational science, including government science, state administration science and management science (Lascoumes & Le Galès, 2007). Howlett and Ramesh in Kadir, Bajuri, & Yuwono (2002, p. 7) clearly state that, “paradigm of public policy is the merging of politics and organizational perspectives which based on political and management approaches. Public policy is then a set of interrelated decisions taken by a political actor or group of achieving them within a specified situation where these decisions should, in principle, be within the power of these actors to achieve.”

Service

Etymologically, the word “*pelayanan*” (service) comes from the word “*layan*” meaning to help to prepare or take care of everything needed by someone (Badudu, 2001). Based on the Decree of the Minister of Administrative and Bureaucratic Reform of Indonesia Number 63 of 2003 on General Guidelines for the Implementation of Public Service, the definition of public service is “all forms of services carried out by the government agencies at the center, region, and within the State-Owned Enterprises (BUMN) or Regional Government Enterprises (BUMD) in the form of goods and/or services, both in the efforts to meet the needs of the society and in the implementation of the provisions of legislation.” Public service is defined as (Perry & Wise, 1990):

Public service can be defined as any form of service, either in the form of public goods or public services that, in principle, is the responsibility and implemented by the government agencies at the center, region, and within the State-Owned Enterprises or Regional Owned Enterprises, both in the efforts to meet the needs of the society and in the implementation of the provisions of legislation.

Building a qualified service is not easy because it will encounter some challenges and obstacles that must be addressed positively for

the development of further services. These challenges and obstacles are reasonable given the many components supporting the management of public services (Hoggett, 1996).

The Dimension of Service

Parasuraman, Zeithaml, & Berry(1985) state that service quality can be measured from 5 dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy. Those five dimensions can be developed into ten dimensions, namely (1) Tangible: physical facilities, equipment, personnel, and communication, (2) Reliable: the ability of the service unit in creating appropriate services promised, (3) Responsiveness: the willingness to help the costumers be responsible for the quality of services provided, (4) Competence: the claim, proper knowledge and skills by the apparatus in providing services, (5) Courtesy: friendly attitude or behavior, responsiveness to the desires of the costumers and willingness to make contact or personal relationships, (6) Credibility: an honesty in every effort to attract public trust, (7) Security: a guarantee that the service provided is free of any dangers and risks, (8) Access: an easy access to establish contact and approach, (9) Communication: the willingness of service providers to listen to the desires or aspirations of the costumers, as well as the willingness to constantly deliver new information to the public, (10) Understanding the customers: to make every effort to understand the needs of the customers.

Service Quality

The term *pelayanan* (service) comes from the word "*layan*", meaning to help provide everything needed by others for the act of serving. Basically, according to Sinambela (2010, p. 3), every human being needs service; it can be said that service is inseparable from human life. Further, Triguno (1997, p. 76) defines quality as follows:

“Standards to be achieved by an individual/group/institution/organization regarding the quality of human resources and the quality of work, processes and

results or products in the form of goods and services. Having quality means satisfying to those served, both internal and external, in the sense of optimal fulfillment of the demands/requirements of the customers/society.”

In principle, the aforementioned notion can be accepted when associated with the needs or interests of the society desiring the service quality in a certain measure. However, every type of public service administered by the government agencies certainly has its own quality criteria. This is certainly related closely to the attributes in each type of service. The characteristics or attributes of these are (1) the timeliness of service, including waiting time and processing time, (2) the accuracy of service, including free of errors, (3) the courtesy and hospitality in providing services, (4) the simplicity of getting services, for example the number of service providers and supporting facilities such as computers, (5) the convenience in obtaining services, relating to the location, room, parking lot, information availability, etc. (6) Service, i.e. a process producing a product in the form of service given to the customers (Gronroos, 1988).

From the aforementioned opinion, it is known that service quality includes a variety of factors. According to Albrecht and Zemke (1985), the quality of public service is the result of interaction from various aspects, namely service system, human resources providing the service, strategy, and customers. According to these aspects, a good public service system will produce a good quality of public services. A good system has and implements (clear and definite) service procedures and built-in control mechanism so that any kind of irregularities can be discovered easily. In relation to Human Resources (HR), it is required to have service officers capable to understand and operate a good service system. In addition, the service system must also be in accordance with the needs of the customers or users. Organizations must be able to respond to the needs and desires of the customers by providing appropriate service system and strategy (Nugroho, 2003).

METHOD

This study applies qualitative paradigm of critical theory with inductive approach. The perspective or paradigm applied is qualitative with scientific critical thinking stages, where a researcher begins to think inductively to capture various social phenomena or facts through field observations, then analyzes them and attempts to do theorizing based on the observation (Bungin, 2007, p. 6). The procurement of goods and services in an agency or company is a routine activity. It is intended to meet the needs of goods and services necessary for the continuity of the operation of the agency or company, most of it is still controversial (Thai & Grimm, 2000). It starts from the procurement process to the report. It raises issues in the procurement of goods and services such as lengthy process, high cost, intransparency in the procurement process, poor coordination between components, the excessive number of paperwork involved, to inaccurate and slow reporting process. The quality of public services is the result of the interaction of various aspects, namely the service system, human resources providing service, strategy, and customers (Albrecht & Zemke, 1985).

The target of the study is eight informants divided into one key informant and seven supporting informants. The clear position of the informants is shown in the following table:

Table 1. The Informants

Name	Position	Status
Ir. Moh. Yulianto M.Si.	The Head of the Procurement Service Unit of the Ministry of Home Affairs	Key informant
Eko Santoso, S.T.	The Secretary of the Procurement Service Unit	Informant 2
Yuda Budi Mahendra	A member of work team 1	Informant 3
Galuh Gupya	A member of work team 2	Informant 4
Ramadhan NA, S.T, M.Si	User 1	Informant 5
Vera Octavia, S.Si., MM	User 2	Informant 6
Dony Ambadi, S.T.	Secretariat 1 of the Head of Subsection of the Procurement	Informant 7

	Service Goods/Services of	
Dian Putri Ekawati, S.E.	A member of Secretariat 2	Informant 8

The locus of the study is the Procurement Service Unit of the Ministry of Home Affairs, Central Jakarta. The study is held for 3 months from January 2016 to March 2016. The primary data is taken directly from the source. The main data source is the purposively determined words and actions of the informants. The secondary data is taken indirectly from the source, such as the data contained in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs.

RESULT AND DISCUSSION

Through interviews with the key informant and other informants, the results are obtained in the form of answers to questions related to service quality of the procurement process of goods and services in accordance with the Regulation of the Minister of Home Affairs No. 35 of 2014 as follows:

Initial Condition

The key informant states that prior to the establishment of the Procurement Services Unit of the Ministry of Home Affairs in July 2014, the bidding process at the Ministry of Home Affairs was conducted independently by the procurement officers of each component determined by Proxy of Budget User (KPA) as the Head of Work Unit. This can lead to fraud by irresponsible individuals in the implementation of the bidding process due to the absence of a party to control the bidding process. Many new companies do not have the opportunity to participate in the bidding qualification. There is also a lack of transparency in the bidding process. This is confirmed by Informant 2, the Secretary of the Procurement Service Unit Eko Santoso, ST and Informant 7, the member of the Secretariat 1 of the Head of Subsection of the Procurement Service Unit of Goods/Services Dony Ambadi, ST., stating similar fact that the procurement of goods/services prior to establishment of the Procurement Service Unit

of the Ministry of Home Affairs depends on the respective components.

Background and Purpose

The key informant says that normatively, the Presidential Decree No. 54 of 2010 as amended into the Presidential Decree No. 4 of 2015 on Fourth Amendment of Presidential Decree No. 54 of 2010 on the Government Procurement of Goods/Services, mandates that no later than 2014, all Ministries/Agencies must have established a Procurement Services Unit. The objective of the establishment is stipulated in the Ministerial Decree of the Ministry of Home Affairs No. 35 of 2014 on the Establishment of the Government Procurement Service Unit of Goods/Services in the Ministry of Home Affairs to ensure that the implementation of the selection of goods/services providers in the Ministry of Home Affairs is transparent and integrated in accordance with the legislation relating to the procurement of goods/services.

Informant 2, 3 and 4 add that the background of the establishment of the Procurement Service Unit of the Ministry of Home Affairs is in accordance with the mandate of Presidential Decree No. 5 of 2014 on the Government Procurement of Goods/Services, followed up by the Ministerial Decree of the Minister of Home Affairs No. 35 of 2014 on the Establishment of the Procurement Service Unit of the Ministry of Home Affairs. The purpose is that the bidding process can be controlled by a unit to reduce gratification actions by particular individuals to make more transparent and qualified the bidding of goods/services in the Ministry of Home Affairs.

The Existing Condition of Human Resources

The key informant says that at the initial establishment of the Procurement Service Unit of the Ministry of Home Affairs, there are still many shortcomings both in quality and quantity of Human Resources. Moreover, the change of organizational structure in all components of the Ministry of Home Affairs brings a significant impact on the condition of human resources in the unit. Along with the development of the Procurement Service Unit

of the Ministry of Home Affairs, there is an increase in the number of human resources. Human resources of the Procurement Service Unit are a combination of civil servants and contract workers whose salary is charged to the General Bureau of the Secretariat General of the Ministry of Home Affairs. There was an increase in 2016.

In addition, Informant 2 adds that there are still some employees of the Procurement Service Unit who have not been certified. They are pursued to take the exam by the Government Procurement of Goods and Services Agency (LKPP) to obtain a certification for procurement experts.

Obstacles

The key informant says that the duty of the member of the Procurement Service Unit of the Ministry of Home Affairs is to conduct the bidding. The actors are the work team. The members of the work team of the Procurement Service Unit of the Ministry of Home Affairs are taken from the components and they have main duties in their respective component. Therefore, when the members of the work team are carrying out their main duties, the duties in the work team are neglected. There is also a low commitment of each component to support the duty of the Procurement Service Unit by sending its employees as the member of the work team. The Secretariat, whose tasks are to provide support, administrative facilitation, and operational budgeting of the work team, encounters an obstacle in terms of quality that is still improving full effort. In terms of quantity, there are less civil servants working in the Secretariat. Therefore, the contract workers are added. However, the adaptation process takes long time because they have no background and pattern of work in bureaucracy.

Informant 4 adds that there is a lack of professional and experienced personnel leading to a slow bidding process in the work team and the Secretariat. The members of the work team are the employees whose duties and functions are in their respective work units. Therefore, they often do not settle in the room of the work team and cause difficulties in

terms of approval of an execution of incoming bidding documents. The members of the work team sometimes are part of the bidding committee.

Informant 6 says that the obstacles are encountered if there is a sudden activity that should be bid as soon as there is no delay to follow up the lack of documents such as the signature of the Committing Officer (PPC) that may not be in place. Therefore, the bidding process cannot be executed even though it is urgent.

Informant 7 informs that the encountered obstacles commonly come from the user. Frequently, a user forgets or misses carrying the required document, thus hampering the implementation of the bidding. The training for human resources to have the quality and certification from the Government Procurement of Goods and Services Agency is pursued. There are some components/users who are impatient with the bidding process even though the time needed for the bidding process, including the time needed if there is a failure or a bidding that must be repeated, is obviously specified in the SOP.

Response

The key informant says that the Procurement Service Unit of the Ministry of Home Affairs is generally quite helpful in the bidding process. From the perspective of the provider, all prospective providers following the bidding process can be controlled with the one-door system. Prior to the establishment of the Procurement Service Unit, it is difficult to know the quality of the prospective providers in each component. Now, the presence of particular interests that cannot be controlled previously because of the conflict of interest can be minimized.

Informant 3 adds that the necessary and current efforts in dealing with obstacles in the Secretariat are to increase coordination with the Secretariat about the required time for an activity in the bidding document. In addition, the provider needs to conduct a survey as soon as possible if the providers who have passed the initial selection have been established. The

informant sees that a strong commitment from each party is needed to create the implementation of qualified procurement of goods/services.

The informant 7 says that the existence of one-door service in the procurement of goods/services in the Ministry of Home Affairs is a positive change. The implementation gets a good response from all components because it provides the facility to carry out any procurement of goods/services. Informant 8 also says that:

“I think the Procurement Service Unit in the Ministry of Home Affairs has a positive effect. The presence of fresh air in the procurement process of goods/services vulnerable to corruption and gratification can be controlled by the Procurement Service Unit of the Ministry of Home Affairs. It is different from the time when it was still in the respective components and without control of certain parties causing many covered up and in-transparent bidding processes.”

Informant 5 states that, “It is obvious that due to the Procurement Service Unit of the Ministry of Home Affairs, the component is given the facilitation to conduct the bidding because the component only needs to prepare supporting documents while the bidding is performed by the Procurement Service Unit of the Ministry of Home Affairs.”

Policies and countermeasures

To support this new unit, the key informant says that there is an electronic bidding policy, restricting the unfair individuals because the whole bidding process will be presented in a transparent manner, starting from the initial process of submitting the bidding document to signing contract by the Committing Officer (PPK). The participation of the members of the Procurement Service Unit, both work team and the Secretariat, in the certification exam of the procurement of goods and services is expected to improve the service quality to the user.

Informant 3 adds:

“The effort needed to deal with the obstacles in the Secretariat is to increase the coordination with the Secretariat about the required time for an activity in the bidding document. In addition, the provider needs to conduct a survey as soon as possible if the providers who have passed the initial selection have been established. A strong commitment from each party is needed to create the implementation of qualified procurement of goods/services.”

Informant 8 says that some efforts have been performed, such as adding human resources in the Secretariat by adding contract workers since the employees of the Ministry of Home Affairs encounter an obstacle regarding the mutation permit.

Discussion

Referring to the theory of Albrecht and Zemke (1985), the aspect of service quality is divided into four. The first is the service system, because a good service system will produce a good quality of public service as well. In providing public service, a good service system has and applies the Standard Operating Procedures. The second is the human resources providing the services. Human Resources (HR) is required to have service providers capable to understand and operate a good service system. The third is strategy. In providing services, a strategy is needed to face the demands of the times and the increasingly complex needs of the customers. A strategy is also needed to overcome the occurring obstacles in providing service. The fourth is the aspect of the customer or the user. The service system has to be in accordance with the needs of the users. The priority of a service system is customer satisfaction.

The Service System

A good service system will produce a good quality of public service as well. In providing public service, a good service system has and applies the Standard Operating Procedures. As expressed by the Head of the Procurement Service Unit of the Ministry of Home Affairs Ir. MohYulianto, M.Si:

“The existing service system in the Ministry of Home Affairs makes the procurement process of goods/services more transparent. The service system of the Procurement Service Unit of the Ministry of Home Affairs is implemented in one door and structured manner. In general, the Procurement Service Unit of the Ministry of Home Affairs is quite helpful in the bidding process. From the perspective of the provider, we can control all prospective providers following the bidding process with one-door system. Prior to the establishment of the Procurement Service Unit, we do not know the quality of the prospective providers in each component. Then we can minimize the presence of particular interests that cannot be controlled previously because of the conflict of interest.”

Prior to the establishment of the Procurement Service Unit of the Ministry of Home Affairs, the implementation of the procurement of goods/services of the Ministry of Home Affairs is carried by the committees/officials of the procurement of goods/services in the respective components. It triggers a number of deviant behaviors from the less responsible procurement officials. The presence of certain interests makes the procurement process of goods/services in the Ministry of Home Affairs less transparent. It also causes many potential providers not have the opportunity to participate in the selection because the providers passing the selection mostly have worked with the component. There is also less control given to the quality of the provider, whether the provider is registered in a blacklist issued by the Government Procurement of Goods and Services Agency or whether the provider is in accordance with the required criteria of the Procurement Service Unit such as: Annual Tax, Business License, Company Registration, Certificate of Domicile, and Tax ID Number.

The Presidential Decree No. 54 of 2010 as amended into the Presidential Decree No. 4 of 2015 on Fourth Amendment of the Presidential Decree No. 54 of 2010 on the Government Procurement of Goods/Services,

mandates that no later than 2014, all Ministries/Agencies must have established a Procurement Service Unit, followed up by the Ministerial Decree of the Minister of Home Affairs No. 35 of 2014 on the Establishment of the Procurement Service Unit of the Ministry of Home Affairs. Post-establishment of the Procurement Service Unit, the procurement system of goods/services becomes one-door system. The service system runs better because of the good control in the procurement of goods/services.

Human Resources Providing the Services

In the implementation of a service system, qualified human resources are required for a qualified service. Similarly, in the implementation of services in the Procurement Service Unit of the Ministry of Home Affairs, Human Resources are the benchmark for the success of the procurement of goods/services to the users. As expressed by the Head of Procurement Service Unit:

“At the initial establishment of the Procurement Service Unit of the Ministry of Home Affairs, there are still many shortcomings both in quality and quantity of Human Resources. Moreover, the change of organizational structure in all components of the Ministry of Home Affairs brings a significant impact on the condition of human resources in the unit. Along with the development of the Procurement Service Unit of the Ministry of Home Affairs, there is an increase in the number of human resources.”

The Secretary of the Procurement Service Unit Eko Santoso, ST adds, “There are still some employees of the Procurement Service Unit who have not been certified. They are pursued to take the exam by the Government Procurement of Goods and Services Agency (LKPP) to obtain a certification for procurement experts. Through trainings, it is expected that human resources in the Procurement Service Unit have a good quality, particularly in the government procurement of goods/services.”

The Ministry of Home Affairs has mapped the existing condition of the Procurement Service Unit by measuring the maturity level. The variables measured are: organization, governance, human resources, and management. The measurement applies the theory of Capability Maturity Model through stage model divided into 5 (five) levels: initial, repeatable, defined, managed, and optimized.

From the aforementioned statements, it is obvious that various ways have been performed to improve the quality and quantity of human resources in the Procurement Service Unit, particularly in the Secretariat. However, in service delivery, human resources experience various obstacles. As expressed by the Head Subsection of the Procurement of Goods/Services, Dony Ambadi, ST:

“The encountered obstacles commonly come from the user. Frequently, a user forgets or misses carrying the required document hampering the implementation of the bidding. The training for human resources to have the quality and certification from the Government Procurement of Goods and Services Agency is pursued. There are some components/users impatient with the bidding process even though the time needed for the bidding process, including the time needed if there is a failure of bidding that must be repeated, is obviously specified in the SOP.”

The author also interviews a member of the Secretariat in terms of the obstacles encountered by the Secretariat when serving the user. Dian Putri Ekawati, SE states that “There are less human resources in the Secretariat who understands the flow of the goods/services. Therefore, there are still many users who need to queue when coming together.” Since the establishment of the Procurement Service Unit, the quantity of human resources in the Secretariat is inadequate. The addition of human resources at present has not been able to fully overcome the obstacles since the addition involves contract workers who do not have the background of procurement of goods/services. There is still the need for adaptation. The

ability of each person to adapt varies. The ones who can adapt faster can provide some help, but those who cannot still need readjustment.

The Head of Procurement Service Unit explains the obstacles encountered by the work team:

“The duty of the member of the Procurement Service Unit of the Ministry of Home Affairs is to conduct the bidding. The actors are the work team. The members of the work team of the Procurement Service Unit of the Ministry of Home Affairs are taken from the components and they have main duties in their respective component. Therefore, when the members of the work team are carrying out their main duties, the duties in the work team are neglected. There is also a low commitment of each component to support the duty of the Procurement Service Unit by sending its employees as the member of the work team.”

In this case, a commitment is needed for each work team, having been entrusted to carry out duties as a work team. The work team is the main component for implementing the bidding. The expert assistants employed to assist the work team will encounter difficulties if the work team is not available in the room. The component where the work team has to perform the main duties also needs to have a commitment since its employees have other jobs outside the main duties in the component. Most components insist that the work team should always be available in the room.

Strategy

To deal with the changing times, it takes strategy to provide services in accordance with the needs of the user. Aside from establishing a plan, a strategy is also used to deal with problems in the process of service delivery.

The strategy implemented to support the delivery of maximal service quality by human resources in the Secretariat includes increasing human resources in terms of quantity and quality. Moreover, the Head of the Procurement Service Unit adds another

strategy to support the service quality of the Procurement Service Unit, namely:

“The establishment of the Procurement Service Unit of the Ministry of Home Affairs generates an electronic bidding policy restricting the unfair individuals because the whole bidding process will be presented in a transparent manner, starting from the initial process of submitting the bidding document to signing contract by the Committing Officer (PPK). The participation of the members of the Procurement Service Unit, both work team and the Secretariat, in the certification exam of the procurement of goods and services is expected to improve the service quality to the user.”

A member of the work team Yuda Budi Mahendra adds, “The effort needed to deal with the obstacles in the Secretariat is to increase the coordination with the Secretariat about the required time for an activity in the bidding document. In addition, the provider needs to conduct a survey as soon as possible if the providers who have passed the initial selection have been established. A strong commitment from each party is needed to create the implementation of qualified procurement of goods/services.” The coordination is expected to minimize any unnecessary errors. Moreover, the procurement of goods/services can be processed in accordance with the calculated time. Regarding the providers that still do not meet the requirements, a more selective selection is needed to choose the providers. The selection will affect the implementation of the qualified bidding process.

Customers (Users)

The strategy adopted in a service should be associated with the customers, because the priority of the service delivery is customer satisfaction. The number of customers' desire is a test for service delivery. Therefore, a strategy to deal with a wide variety of characteristics of customers is required.

In this case, the customers are those filing the bidding. They are not allowed to meet directly with the work team because it is feared that

there will be fraud in the implementation of the bidding process. Therefore, it is the task of the Secretariat to facilitate the customers with the work team.

CONCLUSION

Based on the results, it is concluded that the service quality of the Procurement Service Unit is quite good. This is proven by the interviews to several parties, as well as the studies referring to the aspects of service quality such as service system, observed from the Standard Operating Procedures, and the change in the organizational structure of the Ministry of Home Affairs replacing the SOP; human resources providing the services, observed from the implementation of facilitation between the user and the work team; the strategy, observed from how the Secretariat of the Procurement Service Unit takes steps to improve the service quality of human resources; and the customers (users), observed from customer satisfaction in participation in the bidding process in the Procurement Service Unit of the Ministry of Home Affairs.

The obstacles encountered by the Human Resources in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs lacks of qualified human resources as providers in conducting biddings; a frequent lack of bidding documents even though they are often socialized previously, interfering with the bidding process, particularly in terms of time; a lack of commitment from the work team to the duties given, most of the members are rarely available at the Procurement Service Unit since they are carrying out their duties and functions, but hopefully they do not necessarily leave their duties as the work team of the Procurement Unit of the Ministry of Home Affairs.

The strategy applied to improve the service quality of the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs is conducting continuous coordination between the members of the Procurement Service Unit, both the Secretariat and the work team, as well as adding the quantity and

quality of human resources in the Secretariat. The improvement in the quality of human resources is conducting by helping them participate in the training organized by the Government Procurement of Goods and Services Agency.

Implication

The implication of the service system for the service quality is if the service system provided by the human resources of the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs is good, the service quality will be good as well. It is because the satisfaction of the users obtaining the services determines the service quality.

Qualified human resources in the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs will improve the service quality. It is because the facilitation of the implementation of the bidding between the providers and the team work requires a good knowledge of the bidding process. If the human resources providing the service are competent in this field, the errors in the submission of the bidding documents will be minimized, and the service will be more qualified.

Given some of the obstacles encountered by the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs, some efforts/strategies to overcome the obstacles are required. The lack of problems makes a better service quality.

Providing a qualified service should be supported by several factors, including competent human resources, supporting facilities and infrastructure, compatibility with standard operating procedures, as well as customer satisfaction.

Suggestion

Thus, this study proposes some suggestions on this issue. First, to improve the quality of the service system in the Procurement Service Unit with the new improvements of SOP in accordance with the new organizational structure. Then, to conduct a comparative study to several Procurement Service Units in the ministries or other institutions to obtain positive perspective for better changes.

Second, the strategy/effort that can be implemented to support the provision of maximal service quality of the Secretariat of the Procurement Service Unit of the Ministry of Home Affairs to overcome obstacles encountered in providing service, particularly for human resources, is to give necessary socialization concerning the implementation of bidding so that the users do not continuously make mistakes in filing bidding documents, to increase the quantity and quality of human resources in accordance with the educational background or at least have the certification and experience in the procurement of goods/services and a strong commitment to support the procurement of goods/services. This is because the team work in the Procurement Service Unit has not only the main duties of the unit, but also the duties and functions of their respective component.

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