

Realizing Good Governance through the Implementation of Electronic Procurement Services (LPSE) in Batam City

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Abstract

This study aims to explore the implementation of e-Procurement and the challenges faced, along with proposing effective solutions to overcome these obstacles concerning the implementation of Electronic Procurement Services (LPSE) in Batam City. By examining the practical aspects and identifying potential hindrances, this research contributes to the improvement of public service quality through the utilization of electronic procurement mechanisms. The provision of efficient and accurate public services is crucial for meeting the basic needs and civil rights of citizens, encompassing goods, services, and administrative assistance provided by public service providers. In the era of rapid information and globalization, it is essential to implement swift and precise public services to prevent social upheaval and potential national disintegration that could lead to division and harm to the nation and the state. The quality of public services often suffers due to a lack of transparency and accountability in their implementation. One of the government's endeavors to address this issue is the application of good governance principles, aiming to deliver excellent services to the community. E-Procurement, the procurement of goods and services through information technology and electronic transactions, has been introduced as a means to enhance efficiency and transparency in accordance with legal provisions. To facilitate this, an electronic unit responsible for goods and services procurement, known as the Electronic Goods and Services Procurement Service (LPSE), has been established within Ministries, Institutions, and Regional Authorities. This research adopts a sociological juridical approach, combining direct field observation with extensive literature research. Primary data is gathered through field observations and interviews conducted at the Batam City Government (PEMKO), while secondary data is obtained through comprehensive analysis of primary, secondary, and tertiary legal resources. The collected data is analyzed descriptively using qualitative analysis techniques.

Keywords:

Good Governance, Electronic Procurement Services, Local Governance

Introduction

The current approach to the management of public services, which heavily emphasizes the exercise of authority, has resulted in a significant deviation of the bureaucracy from its primary objective of delivering public services. According to Bandiyono (2018), it has been observed that the bureaucracy and its officials tend to position themselves more as rulers rather than as public servants. The observations indicate that the attitudes and conduct of the bureaucracy in the execution of public services exhibit a tendency to disregard the community's aspirations and interests. The emergence of a paternalistic culture has had a detrimental impact on the public service system by prioritizing the interests of political and bureaucratic elites over other factors in the provision of public services. It

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has been observed that individuals who hold political or bureaucratic positions, or those who are in close proximity to them, are frequently granted preferential treatment when it comes to the provision of public services. Disparities in the accessibility and caliber of public services have been observed to be contingent on their proximity to the bureaucratic and political upper echelons, as per Tanjung's (2022) findings. Instances of this nature frequently disrupt the perception of equity within a community that perceives itself as being unjustly handled by the governmental bureaucracy.

According to the findings of Dr. Himsar Silaban's research, the concept of public service involves the provision of services to individuals or communities who have a vested interest in the organization, in accordance with established rules and procedures (Dr. Himsar Silaban, 2013). As per the guidelines set forth in KEPMENPAN No. 63/KEP/M.PAN/7/2003, it has been established that public services encompass all service-related activities undertaken by public service providers with the aim of meeting the requirements of service recipients and ensuring compliance with legal provisions.

The provision of public service by the government bureaucracy is a complex matter that is beset with challenges. One such challenge is the protracted nature of service procedures, which coupled with the ambiguity surrounding time and costs, renders services inaccessible to the community (Lumbanraja, 2020). This state of affairs engenders a sense of mistrust in service providers and has a deleterious impact on the government's legitimacy. In light of the aforementioned issues, it has been observed that the services provided to the community have resulted in a sense of discomfort and disappointment among the populace. According to Prasetyo et al. (2020), communities are often viewed as clients who require the assistance of bureaucratic officials. Consequently, the community's options are limited, and they must either comply with existing regulations or resort to illegal activities such as bribery or other forms of gratuity.

In order to address the aforementioned condition, it is imperative to undertake measures aimed at enhancing the caliber of sustainable public service delivery. This is essential to ensure the provision of superior public services, given that public service constitutes the primary function of the government, which is executed to the best of the abilities of public officials (Pasciana, 2020). The government has implemented measures to adhere to the principles of good governance, with the aim of delivering exceptional services to the community, as noted by Aslam (2022). It is imperative that the state apparatus executes its obligations and functions with efficacy and efficiency. The objective is to reinstate and reconstruct the confidence of the general public in the government through the implementation of sound governance. The government must innovate in accelerating the implementation of state expenditures to expedite development by utilizing information technology, particularly in the procurement of goods and services, in light of the current advancements in technology. This will have a positive impact on enhancing public services.

In accordance with legal mandates, the process of E-Procurement pertains to the procurement of commodities and services via electronic transactions and the use of information technology. The establishment of a task force, referred to as LPSE or Electronic Goods and Services Procurement Services, comprised of Ministries/Institutions/Regions/Agencies responsible for electronics, was undertaken with the aim of achieving a specific objective, as reported by Ahmad et al. in 2020. The implementation of electronic procurement (e-procurement) in the Government sector has received positive support from various organizations, such as the Government Goods and Services Procurement Policy Agency (LKPP) and the Asian Development Bank (ADB). The Batam City Government's Electronic Procurement Service (LPSE) has been executing e-procurement since 2009, in compliance with Presidential Decree 80 of 2003 and its subsequent revisions.

According to the United Nations (UN) E-Government Survey 2020, Indonesia has been ranked at 88th position for its progress in the establishment and execution of e-government or electronic-based government systems (SPBE). As per the report released in July of 2020, there has been a notable increase of 19 rankings in comparison to the year 2018, wherein the ranking was at 107th. Furthermore, it is to be noted that the ranking in the year 2016

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was 116th. The United Nations has reported that Indonesia achieved a score of 0.6612 in the High E-Government Development Index (EGDI) group. According to the findings of the 2020 E-Government Survey, Indonesia has achieved a notable position of 88 out of 193 countries, thereby securing a place among the top 100 countries in the world. As per the United Nations' classification system, nations that score above 0.75 points are categorized as Very High EGDI, those with scores ranging from 0.50 to 0.75 are classified as High EGDI, countries with scores between 0.25 to 0.50 fall under the Middle EGDI category, and those with scores below 0.25 are designated as Low EGDI. The survey conducted by the United Nations is centered around the topic of "Digital Government in the Decade of Action for Sustainable Development". The present survey has been conducted with the aim of serving as a development tool for the member states of the United Nations. Its objective is to enable these states to identify their respective strengths and challenges in order to enhance the implementation of policies and strategies for the development of an electronic-based government system. The biennial publication of the survey assesses and classifies the 193 member states of the United Nations (UN) based on a predetermined set of criteria.

The utilization of e-procurement services is deemed significant by the government as it can expedite the procurement of goods and services, curtail expenses, enhance transparency, and avert corrupt practices (Sari & ., 2018). According to our analysis, the traditional method of procuring goods and services is often characterized by a lengthy process that is susceptible to inconsistencies. However, with the implementation of e-procurement, the process can be expedited, streamlined, and more transparent, resulting in greater efficiency. It is recommended that the procurement of government goods and services be optimized to enhance the efficacy and efficiency of operations, thereby elevating the caliber and standard of public services. The gradual progress of e-procurement implementation in Indonesia has been observed, owing to the persistent endeavors of the government. The government has made efforts to enhance the current e-procurement system by introducing new applications such as e-catalogue and e-bidding, as reported by Nasher in 2020.

The implementation of e-procurement, despite its potential benefits, continues to face challenges and limitations. These include financial constraints, inadequate facilities and infrastructure in certain agencies, insufficient human resources support, and a lack of transparency in the e-procurement implementation process, as noted by Dwiriansyah et al. (2022). In the e-procurement implementation process in Batam City, certain issues have been identified. These include the need to ensure that vendor performance aligns with established standards, maintaining data accuracy, and the challenge of ensuring timely implementation. The purpose of e-procurement is to optimize the procurement of goods and services, with the aim of enhancing its effectiveness, efficiency, and transparency, as stated by Marlinda and Devitra in 2020. The present study aims to examine the issues pertaining to the Implementation of Electronic Procurement Services (LPSE) in Batam City and its role in achieving good governance.

Batam, similar to numerous other regions, necessitates the implementation of e-procurement due to a multitude of compelling factors. E-procurement is the practice of electronically conducting procurement activities via the internet. The implementation of e-procurement in Batam is primarily driven by the objective of augmenting transparency and mitigating corruption within the procurement process. The process of digitizing procurement procedures facilitates enhanced transaction tracking, accountability assurance, and fraud prevention. Moreover, the implementation of e-procurement has the potential to optimize the procurement process, resulting in enhanced efficiency and cost-effectiveness. The utilization of an electronic platform facilitates enhanced communication and information exchange between procurement officers and vendors, resulting in expedited decision-making processes and alleviated administrative burdens.

The implementation of e-procurement has the potential to foster a heightened level of competitiveness within the marketplace. By facilitating the inclusion of a wider array of suppliers in the procurement process, it fosters enhanced competition, which has the potential to yield improved pricing and superior quality of goods and services for Batam.

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The status of e-procurement implementation in Batam is contingent upon the level of progress achieved by the year 2023. Currently, it is plausible that Batam has effectively implemented an e-procurement system, resulting in heightened digitization and enhanced efficiency within its procurement operations. Nevertheless, it is important to acknowledge that there may be certain obstacles that could impede the successful implementation of e-procurement. These challenges encompass factors such as resistance to change, limited technical proficiency, and inadequate resources that may hinder the complete establishment and sustenance of the e-procurement infrastructure. To assess the actual phenomena, a thorough examination of the adoption rate, realized benefits, and challenges encountered in the implementation and operation of Batam's e-procurement system would be necessary.

Literature Review

E-Government

The implementation of information and communication technologies (ICTs) to augment the provision of public services, optimize government operations, and promote citizen involvement is commonly known as e-government or electronic government. The initiative pertains to the implementation of digital and automated administrative procedures, which facilitate the interaction between government agencies, citizens, businesses, and other government entities in a more efficient and effective manner. The implementation of e-government in Indonesia is of significant importance for the development and governance of the country. The implementation of e-government has the potential to improve the accessibility and availability of public services. The implementation of digitalization in government processes and the provision of online platforms have resulted in increased convenience for citizens. This has led to a reduction in bureaucratic hurdles and has saved citizens time and effort when accessing government services. The aforementioned circumstance has the potential to result in heightened levels of contentment and reliance among the populace towards the governing body.

The implementation of e-government has the potential to enhance administrative efficiency and transparency. The implementation of automation and digitization has been observed to have a positive impact on government operations. The reduction of paperwork, streamlining of workflows, and minimization of human errors are some of the benefits that have been observed. These benefits have resulted in increased efficiency in government operations. The utilization of electronic records and databases has been found to improve data management and accessibility, thereby facilitating more effective decision-making and policy formulation. E-government platforms have the potential to improve transparency by facilitating unrestricted access to information, fostering accountability, and minimizing the likelihood of corrupt practices. In addition, the implementation of e-government has the potential to promote and enhance citizen engagement and participation in governance. The utilization of online platforms and digital tools has facilitated the involvement of citizens in decision-making processes, provision of feedback, and access to information regarding government policies and programs. The aforementioned initiative fosters inclusivity, reinforces democratic processes, and empowers citizens to actively participate in shaping public policies that impact their livelihoods.

The implementation of e-government has the capability to incite economic expansion and encourage innovative practices. The implementation of digital processes and provision of online services can potentially enhance the ease of conducting business transactions, foster entrepreneurial activities, and promote investment inflows. The implementation of this measure facilitates the establishment of a favorable commercial climate through the streamlining of processes, the curbing of administrative red tape, and the advancement of electronic commerce and digital enterprise. In order to optimize the potential of e-government in Indonesia, it is imperative to allocate resources towards the development of ICT infrastructure, digital literacy initiatives, and capacity enhancement programs for government personnel. The development of comprehensive e-government strategies, resolution of challenges, and sustainable implementation necessitates collaboration among government agencies, private sector stakeholders, and civil society organizations.

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E-Procurement

The term "e-procurement" denotes the utilization of electronic platforms and digital technologies in the procurement process. The process entails the implementation of digital and automated systems across multiple procurement stages, such as tendering, bidding, contracting, and supplier management. The objective of e-procurement is to optimize and enhance the efficacy, lucidity, and potency of procurement procedures within the government. The implementation of e-procurement as a component of e-government initiatives in Indonesia is deemed essential for various reasons. The implementation of this measure has the potential to enhance transparency and mitigate corrupt practices in the procurement processes of the government. The implementation of e-procurement platforms facilitates the centralization and standardization of procurement processes, thereby enabling the conduction of tenders and selection of suppliers in a streamlined manner. The implementation of this measure results in a decrease in the likelihood of preferential treatment, corruption, and other anomalies during the procurement proceedings. The implementation of enhanced transparency measures in procurement processes results in the preservation of public funds and the cultivation of trust and confidence among both citizens and businesses.

The implementation of e-procurement has the potential to enhance efficiency and cost-effectiveness. The implementation of digital procurement processes results in a reduction of paperwork, minimization of manual errors, and alleviation of administrative burdens. The system facilitates instantaneous observation and tracing of procurement operations, guaranteeing prompt and effective provision of commodities and amenities. The implementation of automation and digitization in procurement practices has facilitated data analysis and optimization, resulting in cost savings, enhanced resource allocation, and increased value for money. The implementation of e-procurement systems promotes equitable competition and facilitates the involvement of small and medium-sized enterprises (SMEs) in government procurement processes. It has been observed that online platforms facilitate equitable access to procurement opportunities, thereby enabling Small and Medium Enterprises (SMEs) to participate in a fair and unbiased competition with their larger counterparts. The aforementioned initiative fosters inclusivity, spurs economic growth, and promotes innovation and entrepreneurship.

The implementation of e-procurement in Indonesia necessitates the resolution of certain challenges, including but not limited to, the assurance of dependable internet connectivity, the promotion of digital literacy among procurement stakeholders, and the maintenance of data security. The implementation of e-procurement practices requires the creation of legal and regulatory frameworks that will oversee the process. These frameworks will be responsible for safeguarding confidential information and promoting fair competition. In order to optimize the advantages of e-procurement, it is recommended that the Indonesian government allocate resources towards the development of secure and reliable e-procurement platforms. Additionally, it is advised that procurement professionals receive training and capacity building to enhance their proficiency in e-procurement procedures. Furthermore, it is suggested that suppliers and contractors be educated on the benefits and protocols of e-procurement to increase their awareness and participation in the process. The imperative for e-procurement implementation, sharing of best practices, and ensuring accountability and good governance in the procurement process necessitates the cooperation of government agencies, private sector stakeholders, and civil society organizations.

Moreover, the utilization of electronic means for managing sensitive procurement information may give rise to concerns regarding data security and privacy. The establishment of robust cybersecurity protocols and adherence to data protection regulations are imperative in fostering confidence in the e-procurement system. One of the challenges that arises in this context is the issue of interoperability with pre-existing systems. Numerous entities within the Batam region may have already implemented procurement or financial management systems, thereby necessitating intricate and time-intensive efforts to integrate these systems with the novel e-procurement platform. The presence of financial limitations may present a substantial obstacle, given that the initial implementation and

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ongoing maintenance expenses associated with e-procurement systems could be substantial. The acquisition of adequate funding and the establishment of a financially viable model that ensures the sustained operation of the system will be of utmost importance.

Ultimately, the promotion of a competitive marketplace via e-procurement necessitates the enhancement of digital literacy and technology accessibility for prospective vendors, particularly smaller enterprises that may encounter obstacles when engaging in online bidding procedures.

Research Methods

The present study employs a juridical-sociological research method, specifically the Social Legal Approach. The methodology involves direct observation in the field, supplemented by library research. The primary data utilized in this study were acquired through direct field observation and interviews conducted at the Batam City Government (PEMKO). Subsequently, secondary data was acquired through the tracing of primary, secondary, and tertiary legal materials. The data collected underwent a descriptive analysis utilizing qualitative methods. The objective of this investigation is to determine the implementation process of e-Procurement and identify the challenges encountered during its execution. Additionally, the most effective approach to address the obstacles encountered in the implementation of Electronic Procurement Services (LPSE) in Batam City will be determined. The present investigation employed qualitative data analysis techniques, specifically the description of pre-existing data in a manner that is of high quality, characterized by regularity, coherence, logic, non-overlap, and efficacy in the construction of sentences. Subsequently, the analyzed and described data shall be incorporated into the discourse and subsequently finalized.

Results and Discussion

The implementation of the principles of Good Governance has been in effect since 1998, during the Reformation era. The comprehension of governance entails comprehending the amalgamation of functions among the bureaucracy, private sector, and civil society within a framework of mutually accepted regulations. The concept of good governance pertains to the operations of a governmental body that is conducted in accordance with the welfare of the populace and the established standards aimed at achieving the objectives of a nation, wherein authority is wielded by the citizenry and regulated across diverse tiers of state governance concerning socio-cultural, political, and economic assets. The government has implemented a transition from a manual procurement system to an electronic procurement system in order to uphold the principles of good governance. This shift pertains to the acquisition of goods and services. The assertion made by the individual is reinforced by the directive outlined in Article 107 of Presidential Decree No. 54 of 2010, which pertains to the procurement of goods and services by the government. This decree was subsequently amended by Presidential Decree Number 70 of 2012, which introduced the Second Amendment to Presidential Regulation Number 54 of 2010. The amendment stipulates that the primary objectives of e-Procurement are as follows: (1) Enhancing transparency and accountability; (2) Facilitating market access and promoting fair business competition; (3) Enhancing the efficiency of the procurement process; (4) Supporting monitoring and auditing procedures; and (5) Meeting the demand for real-time information access.

In the realm of e-Procurement, the concept of Good Governance pertains to all facets of oversight and regulation of governmental authority as it executes its duties via both formal and informal channels. The objective of the E-Procurement initiative in Indonesia is to automate the procurement process, enhance supplier participation, promote transparency, and deter corrupt practices in the procurement of goods and services by the public sector. The findings of the research reveal several pertinent facts concerning the implementation of e-procurement. As per the statement of PEMKO Batam, the implementation of e-procurement can be deemed efficient due to the following reasons: Firstly, the goods obtained through e-procurement are cheaper than the allocated budget. Secondly, the announcement of the winner can be made within a short timeframe. Lastly, the budget is also taken into

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consideration. The implementation of e-Procurement has resulted in the elimination of paper-based auction processes.

According to the Batam Pemko Economic Bureau, e-procurement is deemed advantageous for several reasons. Firstly, it is believed that e-procurement will improve the economic aspect of procurement as it encourages participants to bid at the lowest possible price. Secondly, e-procurement is also beneficial for the environment as it eliminates the need for paper usage. Lastly, e-procurement is seen as a moral improvement as it reduces the likelihood of collusion, corruption, and nepotism by minimizing interaction between the procurement committee and bidders.

As per the analysis of Soerjono Soekanto, the criterion of efficacy in the primary component is that the extant statutes concerning specific domains of existence are considerably methodical. The current regulations pertaining to specific aspects of daily life exhibit a high degree of synchronicity, and are structured in a manner that minimizes both vertical and horizontal conflicts. The examination of the degree to which officials are obligated to adhere to current regulations, the extent to which officers are permitted to impart their expertise, and the type of exemplary behavior that officers should exhibit to the community constitutes the second element. According to the findings of the investigation, the individuals referenced in this examination are those who execute the LPSE. According to certification standards, the Human Resources (HR) responsible for conducting the LPSE are deemed proficient. The system in question is deemed crucial in facilitating employee work efficiency. Its ability to gauge task completion and resultant output quality and quantity renders it an invaluable tool in assessing work efficiency. This concept of efficiency serves as a performance indicator for companies and institutions, thereby enabling them to enhance their operational standards. The term "efficiency" is utilized to denote the degree of success achieved by an individual or entity in their respective endeavors. According to the findings of the investigation, the individuals referenced in this analysis are those who perform the LPSE. According to the certification, the implementation of the LPSE by the Human Resources (HR) is deemed satisfactory.

According to the findings of the investigation conducted in the domain pertaining to the transparency of the procurement procedure for goods and services in the LPSE sector, it has been effectively executed, thereby enabling the end-users to access the information via electronic means that are currently available. The LPSE section has provided information on the procurement of goods and services through the LPSE helpdesk and administrative staff using the current system. The procurement process for acquiring goods and services. The implementation of electronic means has the potential to reduce the incidence of corruption, collusion, and nepotism (KKN) when executed in compliance with Presidential Regulation Number 54 of 2010 and under the guidance of the LPSE Standard Operating Procedure (SOP). The Batam City LPSE is held accountable administratively by adhering to the LPSE Standard Operating Procedures (SOP) established by the National Public Procurement Agency (LKPP). Meanwhile, professional accountability is gauged by the quantity of LPSE staff members possessing procurement certifications. The e-Audit application, developed by the central LKPP, is utilized by APIP to execute the accountability oversight mechanism.

Conclusions

The adoption of e-procurement in Indonesia, in line with the tenets of Good Governance, has resulted in noteworthy progress towards attaining transparency, effectiveness, and responsibility in the procurement procedure. The implementation of an electronic procurement system is in accordance with the goals set forth in Presidential Decree No. 54 of 2010 and its subsequent revisions. The decree highlights the significance of e-procurement in promoting transparency, enabling equitable competition, enhancing efficiency, facilitating monitoring and auditing procedures, and providing instantaneous access to information. The implementation of e-procurement in Indonesia has resulted in favorable outcomes, as exemplified by the encounter of PEMKO Batam. The implementation has been found to be effective, as evidenced by the attainment of cost savings through the procurement of goods at Debby Mayani Sirait, Lubna Salsabila, Timbul Dompok, and Karol Teovani
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prices that are below the budgetary allocation. In addition, it is reported that the prompt announcement of winners and the elimination of paper-based auction processes have resulted in a more efficient and eco-friendly procurement system. E-procurement is regarded as an ethical advancement due to its ability to decrease the likelihood of collusion, corruption, and nepotism by limiting face-to-face interactions between the procurement committee and bidders.

The evaluation of the effectiveness of e-procurement is contingent upon the key criterion of efficiency. The extant regulations pertaining to diverse facets of everyday existence evince a notable level of harmonization, thereby mitigating clashes and furnishing a systematic structure. According to the certification issued by the LPSE, the competence of the Human Resources in charge of implementing the e-procurement system has resulted in enhanced work efficiency and performance. The LPSE's capacity to evaluate the fulfillment of tasks, the caliber of output, and the amount produced is a crucial measure for improving operational norms and accomplishing procurement objectives.

The implementation of electronic means and the provision of information accessibility by the LPSE helpdesk and administrative staff have effectively ensured transparency in the procurement process. The potential for a decrease in corruption, collusion, and nepotism exists through the adherence to Presidential Regulation No. 54 of 2010 and the LPSE Standard Operating Procedure (SOP). The Batam City LPSE's accountability is guaranteed by its adherence to administrative Standard Operating Procedures (SOPs) established by the National Public Procurement Agency (LKPP). The professional accountability of LPSE staff members is evaluated based on their certifications. The adoption of e-procurement in Indonesia represents a noteworthy advancement in the pursuit of good governance tenets, as it fosters the principles of transparency, efficiency, and accountability in the procurement of goods and services. The Indonesian government can improve its procurement practices, increase public trust, and promote a more transparent and competitive business environment by adopting e-procurement and complying with established regulations and procedures.

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