



Analysis of Electronic Goods/Services Procurement Services at the Goods/Services Procurement Bureau of the Regional Secretariat of East Java Province

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ABSTRACT

This study aims to analyze the quality of goods/services procurement services at the Goods/Services Procurement Bureau of the Regional Secretariat of East Java Province, both in terms of conventional procurement services and the application of electronic systems (E-Procurement). This study uses a descriptive qualitative approach, with data obtained through document studies, observations, and interviews with apparatus and goods/service providers. The results of the study show that in general, the East Java Provincial Goods/Services Procurement Bureau has shown significant progress in the implementation of electronic-based procurement services, although it still faces several technical and institutional obstacles. In the tangible dimension, digital infrastructure such as existing systems and facilities needs to be strengthened through the modernization of servers and networks. In the reliability dimension, the bureau has implemented good SOPs, but service reliability is still affected by human resource limitations and system disruptions. The responsiveness dimension shows that there are efforts to increase responsiveness through the helpdesk, but the speed of handling problems is still not optimal. Meanwhile, the assurance dimension shows good legal guarantees and digital documentation, although the transparency of tender evaluation results still needs to be improved. Finally, the empathy dimension shows the bureau's commitment to supporting local business actors through technical guidance and mentoring, but this activity has not been sustainable. Overall, this study concludes that the quality of electronic-based goods/services procurement services in East Java Province has been running well, but still requires strengthening infrastructure, developing human resource competencies, increasing public transparency, and optimizing digital service systems. The results of this study are expected to be a policy reference in improving the quality of public services and strengthening efficient, transparent, and fair procurement governance

INTRODUCTION

In the era of globalization and the rapid development of information technology, governments around the world are required to carry out governance that is more transparent, accountable, efficient, and participatory. One of the sectors that has received high attention in efforts to improve governance is the government procurement of goods and services. The procurement of goods/services has a very crucial role because it concerns the effectiveness of the use of the state budget and services to the community (Syandri Pratama, 2022). Not only administrative activities, but good and targeted procurement will have a great influence on the success of national development programs and projects. Reforms in the procurement sector have undergone a major transformation, especially with the implementation of an electronic procurement system or known as e-procurement. Many developed countries such as the United States, the United Kingdom, South Korea, and Singapore have adopted electronic-based procurement systems to drive efficiency and reduce corrupt practices. A study conducted by the World Bank (2021) shows that the implementation of e-procurement in these countries has succeeded in increasing the efficiency of the public budget by up to 30% and speeding up the procurement process by up to 40%. This figure certainly provides a positive signal for developing countries, including Indonesia, to continue to develop similar systems (Diva Sukma Az-zahra, Yurni Fadhillah, Aisah Yuningsih, & Sigit Djalu Purwoko, 2024).

The implementation of electronic procurement in Indonesia has started since 2008 with the establishment of the Government Goods/Services Procurement Policy Institute (LKPP). Through Presidential Regulation Number 16 of 2018 concerning the Procurement of Government Goods/Services, the government encourages all ministries, institutions, and local governments to implement an electronic procurement system to increase accountability and efficiency in public budget management. The procurement process from planning, supplier selection, to payment is carried out digitally using the LPSE (Electronic Procurement Service) platform (Eguruze, Kumari, & Ratnesh, 2024). LPSE is a central point in the digital transformation of procurement in various government agencies. However, the implementation of this system does not always go smoothly. There are various obstacles both in terms of technical, human resources, regulations, and infrastructure readiness that affect the effectiveness of the implementation of electronic procurement, especially at the local government level. Several studies have shown that there is a gap between the normative goals of electronic procurement systems and their implementation in the field. For example, there are still many practices of procurement delays, low participation of local providers, and technical difficulties in operating the LPSE system (Arifah & Amalia, 2021).

The provincial government is an important intermediary between central policies and technical implementation in districts/cities. Therefore, the role of the Goods/Services Procurement Bureau under the Provincial Regional Secretariat is very strategic as a technical implementer that ensures the procurement process runs in accordance with applicable regulations. At the regional level, especially at the Goods/Services Procurement Bureau of the Provincial Regional

Secretariat, the challenges of implementing e-procurement are increasingly complex (Prasetyo, Irawati, & Satriawati, 2024) This bureau is the backbone of the implementation of procurement within the provincial government, including ensuring that all regional apparatus carries out the procurement process in accordance with the set electronic system standards. In reality, various problems often arise such as limited human resource competencies in operating the SPSE (Electronic Procurement System) application, inconsistencies in administrative documents, and delays in the tender process due to system disruptions. In addition, reliance on third parties in system management is still found which reduces the independence and speed of response in resolving technical problems (Aprilia Hapsari, Muhammad Guntur, & Rukmana, 2021).

Other issues also include aspects of transparency and accountability. Although the e-procurement system aims to suppress the practice of KKN (corruption, collusion, and nepotism), its implementation does not necessarily eliminate this potential. This is due to the lack of strict supervision, weak reporting and audit systems, and the lack of optimal public complaint mechanisms (Wanisa & Salomo, 2023). In some cases, goods/service providers complain about the lack of transparency in the tender evaluation process and the potential for conflicts of interest that occur secretly even though the system has been digitized. Therefore, it is important to conduct an in-depth analysis of electronic goods/services procurement services at the Provincial Regional Secretariat Procurement Bureau. This analysis is important to identify the extent to which the system implemented has run effectively, efficiently, transparently, and accountably in accordance with existing regulatory objectives. In addition, this study can also reveal structural and technical obstacles, as well as the potential for service improvement so that the goods/services procurement system is able to respond to the challenges of development dynamics and increasingly high public demands (Dina, Menanda, Pratama, Ramadhani, & Sumiati, 2021).

This research is also important considering the demands for bureaucratic reform that continue to be pushed by the central government, where the goods/services procurement sector is one of the important indicators in assessing the performance of government agencies. Transparent and professional procurement not only reflects good governance, but also increases public trust in the government (Ardiansyah, 2024). Therefore, the evaluation of the electronic procurement service system for goods/services within the local government, especially at the provincial level, will be an important foundation for designing more adaptive and responsive policies. The object of this study is the Goods/Services Procurement Bureau of the Provincial Regional Secretariat, as an institution that has a strategic function in managing and supervising the entire electronic procurement process at the provincial government level. The focus of the research is directed at the procurement service aspect, starting from the procurement planning stage, the supplier selection process, contract management, to monitoring and evaluation. In addition, special attention will also be paid to aspects of service quality, technology utilization, and human

resource competence as determinants of the success of electronic procurement services (Arifah & Amalia, 2021).

The scope of this research is limited to goods/services procurement services carried out electronically (e-procurement), especially in the last three years, to see the dynamics and changes that have occurred after the increase in the integration of the national procurement system by LKPP (Wang et al., 2023). This research will use a descriptive qualitative approach by digging up data from official documents, in-depth interviews with service implementers, and observation of the procurement process that takes place in the bureau. By conducting this analysis, it is hoped that it can provide a comprehensive overview of how the electronic goods/services procurement service system is run at the Goods/Services Procurement Bureau of the Provincial Regional Secretariat. The results of this study are expected not only to make a theoretical contribution to the development of public administration science, especially in the field of public service management and procurement governance, but also to provide practical recommendations for policy makers and technical implementers in improving the quality of electronic procurement services in the future (Arifah & Amalia, 2021).

LITERATUR RIVIEW

Public Service in the Perspective of State Administration

Public service is a concrete form of the government's function in serving the needs of the community. Public services can be interpreted as any form of services provided by the public sector to the community that has social and economic benefits. Good service will be the benchmark for the success of the government in carrying out its public functions (Hanafi, Hardianto, & Tunggadewi, 2019). Public service is not just an administrative process, but a tangible manifestation of the spirit of participatory democracy and community involvement. The government is required to serve, not to be served (Iskandar, 2017). Thus, aspects of efficiency, accountability, and transparency are very important in the design and implementation of public services. Public services have several main characteristics: They are not for profit, they aim to meet the basic needs of the community, and they are implemented by government officials based on applicable regulations. Quality services are assessed based on the principles as stated in Law Number 25 of 2009 concerning Public Services, namely: (1) Legal certainty, (2) Accountability, (3) Time certainty, (4) Ease of access, (5) Transparency, and (6) Resource efficiency. e-Government is not just the implementation of technology, but the transformation of the government's way of thinking in providing services to the community by paying attention to the principles of good governance (Hasim, 2023). Thus, the implementation of an electronic procurement service system is an integral part of the digital-based public service transformation.

Implementation of Electronic Procurement of Goods/Services (E-Procurement)

Procurement of goods/services is an important process in the administration of government, because it is related to state or regional expenditure that must be carried out in an accountable and efficient manner. In Presidential Regulation Number 16 of 2018 concerning the Procurement of

Government Goods/Services, procurement is defined as an activity to obtain goods/services by Ministries/Institutions/Regional Apparatus Work Units whose process starts from identifying needs to delivering work results. As a form of implementation of bureaucratic reform and budget transparency, the government through the LKPP (Government Goods/Services Procurement Policy Institute) developed an electronic procurement system or SPSE (Electronic Procurement System) (Rahmasari, 2023). This system is realized in the form of an integrated application through LPSE (Electronic Procurement Service). e-Procurement is a modern and transparent way of procurement that is carried out by utilizing information technology for all stages, from planning, supplier selection, contract implementation, to payment (Feriyeuci, Suryana, & Zainuri, 2020).

The objectives of electronic procurement include Transparency, Budget Efficiency, Accelerating processes, Minimizing direct intervention, Expanding access for local business actors and MSMEs, and Increasing accountability in the use of the State Budget/Regional Budget (Hardiyansah & Undang, 2023). Advantages of e-Procurement according to BPKP (2021) The procurement process is well documented, minimizing KKN practices, Increasing the competitiveness of goods/service providers, Reducing procurement process costs, and Increasing public trust. However, e-Procurement also has challenges, such as limited human resources who master the system, uneven ICT infrastructure in the regions, low digital literacy of apparatus and providers, and the need for continuous regulatory updates (Rijal et al., 2023).

The success of the implementation of e-Procurement is greatly influenced by the commitment of regional leaders, coordination between work units, and continuous coaching and training for civil servants and goods/service providers (Tasruddin, 2018). Furthermore, the Government through Presidential Instruction No. 2 of 2022 also encourages the optimization of government spending through e-Catalogs and digital-based procurement, including increasing the participation of MSEs-Cooperatives. Therefore, e-Procurement is more than just a system, but a national strategy in supporting economic growth and equitable development (Dina et al., 2021). Key Performance Indicators (KPIs) of LKPP include: Rate of use of SPSE by regional apparatus, Percentage of procurement packages through LPSE, Average time of tender implementation, Procurement efficiency ratio, Number of participating providers, and Compliance with procurement regulations (Setiani, Gunawan, & Dama, 2020). The quality of electronic procurement services is carried out in a government agency, including the Provincial Regional Secretariat Goods/Services Procurement Bureau (Putri, Amanda, Fitrah, Sari, & Putri, 2023). Electronic procurement in Southeast Asia concludes that the success of e-Procurement depends heavily on 4 main pillars: Legal Framework: strong and clear regulations, Capacity Building: strengthening human resources, Technology & Infrastructure: reliable and accessible systems, and Monitoring & Feedback: an active and transparent oversight mechanism (Mahmud, Faisal, & Sari, 2024).

Electronic-based public services, especially in the form of goods/services procurement services, are part of a major transformation in the implementation

of better governance. Public service theory provides a framework to assess the quality of services to the community, while e-Procurement theory provides a technical and strategic framework in assessing the effectiveness and efficiency of procurement services themselves. The basis of this theory is the conceptual basis in analyzing the implementation of electronic goods/services procurement services at the Provincial Regional Secretariat Procurement Bureau, both from the aspect of public services and the effectiveness of the procurement system itself.

RESEARCH METHODS

This study uses a descriptive qualitative approach. This approach was chosen because the research aims to gain an in-depth understanding of the process, dynamics, and quality of electronic goods/services procurement services, not to measure quantitatively. Qualitative research is intended to understand the phenomenon of what the research subject experiences holistically, through descriptions in the form of words and language, in a specific natural context. This qualitative descriptive research allows researchers to explore richer and more in-depth data on the experiences, perceptions, and obstacles faced by apparatus and providers in electronic goods/services procurement services. This study uses the theory of Parasuraman, Zeithaml & Berry (1988) through the SERVQUAL model, which assesses the quality of services based on five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. This research was carried out at the Goods/Services Procurement Bureau of the Regional Secretariat of East Java Province. This location was chosen purposively because the bureau is a technical agency that has the main task and function in managing electronic goods/services procurement services within the provincial government.

RESULTS AND DISCUSSION

Goods and Services Procurement Services

Goods and services procurement services are a strategic function of the government that aims to obtain goods, construction work, consultancy, and other services needed in the implementation of development tasks and public services (Danar, Ramadhani, & Anggriawan, 2022). Based on Presidential Regulation Number 16 of 2018 concerning the Procurement of Government Goods/Services, procurement is defined as the entire process of obtaining goods/services by ministries, institutions, or regional apparatus, starting from the identification of needs to the delivery of work results. Goods/services procurement services reflect the government's efforts to ensure efficiency, effectiveness, transparency, and accountability in the use of the public budget. This activity is not only administrative, but also strategic because it determines the quality of development output. At the Goods/Services Procurement Bureau of the East Java Provincial Secretariat, this service includes needs planning, preparation of tender documents, selection of suppliers, contracts, and monitoring of work implementation.

Goods/services are included in the category of internal public services, where the direct beneficiaries are government work units (OPD), while the indirect benefits are felt by the wider community. Therefore, the quality of procurement services will have a direct effect on the performance of the local government as a whole. Analysis Based on SERVQUAL's Five Dimensions:

1) Tangibles: The tangibles dimension is related to the physical aspects that support services, such as office infrastructure, administrative systems, IT devices, and the appearance of the work environment. Tangibles include LPSE service rooms, computers, internet networks, server devices, and SPSE (Electronic Procurement System) information systems. Even though these facilities are available, there are still limitations such as server space that is not in accordance with ISO standards and the absence of optimal system backups (backup servers), which have the potential to disrupt the stability of the service.

2) Reliability: Reliability assesses the ability of an agency to provide services according to procedures and on time. In the procurement of goods/services, reliability includes the accuracy of tender documents, compliance with the auction schedule, and consistency in the implementation of SOPs. The results of the study show that there are still several obstacles such as delays in the provider verification process and employee mutations that hinder service continuity. To increase reliability, the bureau needs to strengthen human resource capacity and clarify the work mechanism between divisions so that each stage runs consistently.

3) Responsiveness: Responsiveness refers to the willingness and speed of officers in helping service users, both from internal OPDs and goods/service providers. Employees at the Goods/Services Procurement Bureau have provided helpdesks and direct consultations, but the response to SPSE technical glitches has been relatively slow due to the limited number of operators and IT technicians. Increasing responsiveness can be done through the addition of dedicated customer service staff (LPSE) and strengthening a responsive online reporting mechanism.

4) Assurance: The assurance aspect is related to public trust in the bureau's ability to provide data security guarantees, the integrity of the tender process, and legal compliance. The Bureau has implemented regulations in accordance with Presidential Regulation No. 16 of 2018 and PerLKPP No. 10 of 2021, which ensures that the procurement process has a clear legal basis. However, there is still a perception of lack of transparency in the evaluation of bids, so a mechanism for the publication of tender results and independent audits is needed to strengthen service guarantees.

5) Empathy: Empathy in procurement services includes the officer's concern for the needs of the provider and the user's OPD. The Goods/Services Procurement Bureau shows empathy through technical guidance (technical guidance) to local providers and assistance in making auction documents. This activity builds trust and supports small business actors (MSEs and cooperatives). However, to reach a wider audience, an online learning platform (e-learning procurement) is needed that can be accessed at any time.

Implementation of Electronic Procurement of Goods/Services (E-Procurement)

E-Procurement or electronic procurement of goods/services is a digital transformation in the government procurement system that aims to increase efficiency, transparency, and accountability. Based on the definition of LKPP (2022), e-Procurement is a process of procurement of goods/services that is carried out by utilizing information technology at all stages, starting from planning, supplier selection, contract implementation, to payment. E-Procurement in Indonesia is carried out through the Electronic Procurement System (SPSE) which is managed by the Electronic Procurement Service (LPSE) in each agency. In East Java Province, this system is operated by the Provincial Regional Secretariat Goods/Services Procurement Bureau, which functions as a *Service Provider* as well as LPSE service center for all OPDs. The implementation of e-Procurement is an important milestone in bureaucratic reform because it can suppress KKN (Corruption, Collusion, and Nepotism) practices, expand access for regional business actors, and encourage budget efficiency by up to 30% as reported by the World Bank (2021).

1) Tangibles include technological infrastructure, such as SPSE systems, servers, network devices, and user interface displays. In general, the LPSE system of East Java Province is modern and integrated with the National LPSE. However, the SPSE view is still less intuitive for new users, and the backup server does not fully meet ISO security standards. Improving physical evidence can be done through the modernization of cloud-based systems and the provision of easily accessible online helpdesk facilities.

2) Reliability The reliability of e-Procurement is measured by the stability of the system and the accuracy of digital processes. SPSE provides an audit trail that cannot be changed, thereby strengthening data reliability. However, system glitches and delays in user account verification are still frequent. Therefore, the bureau needs to establish a periodic system maintenance mechanism and the addition of local servers so that the system remains reliable under high loads.

3) Responsiveness reflects the speed with which the bureau handles technical and administrative issues of SPSE users. Although there is an LPSE helpdesk, the response time to system errors is often delayed because it depends on the support of the central LKPP. To improve responsiveness, a local technical unit (local IT support) is needed that can immediately troubleshoot, as well as a digital complaint portal with an automated ticketing system so that users can get a quick and measurable response.

4) Assurance focuses on data security, system integrity, and process transparency. The SPSE system has met the principles of *Confidentiality, Integrity, and Availability (CIA)*, but cybersecurity threats and potential data leaks are still a major concern. Efforts to improve assurance can be carried out by strengthening firewalls, periodic IT audits, and multi-level data encryption, accompanied by improving the competence of system managers' human resources.

5) Empathy can be seen from the ease of access and attention of the bureau to small business actors (MSEs, cooperatives, local startups). The Goods/Services Procurement Bureau has conducted various trainings on digitizing procurement and assisting new provider registration, which shows an empathetic

commitment to the involvement of regional business actors. However, this activity is still limited to certain times. Therefore, a participatory communication strategy based on social media or interactive online channels is needed so that business actors can interact directly and get assistance at any time.

CONCLUSION

This study analyzes the quality of goods/services procurement services and the implementation of electronic procurement of goods/services (e-Procurement) at the Goods/Services Procurement Bureau of the Regional Secretariat of East Java Province using the SERVQUAL model which assesses the quality of services through five main dimensions. The results of the study show that in general, the quality of procurement services at the East Java Provincial Goods/Services Procurement Bureau has shown quite good progress, but still faces various obstacles, both in terms of infrastructure, human resources, and system effectiveness. In the Tangibles dimension (physical evidence), the bureau already has digital-based service facilities, such as LPSE rooms, computer devices, and SPSE systems that function as the main platform for electronic procurement. This physical evidence shows the progress of digital transformation. However, infrastructure limitations such as backup servers and data storage space that are not in accordance with ISO standards are still an obstacle. Therefore, device modernization and network security improvements are an urgent need.

In the Reliability dimension, the bureau has implemented work procedures based on SOPs and LKPP regulations, which affirm its commitment to transparency and efficiency. However, the reliability of the system is still affected by employee mutations, delays in provider verification, and SPSE system disruptions. Reliability improvement needs to be done through continuous technical training and permanent personnel arrangement so that service continuity is maintained. The Responsiveness dimension shows that the bureau has made efforts to provide fast service through the LPSE helpdesk and online consultations, but the speed of response to user complaints has not been optimal. This obstacle arises due to the limitation of technical personnel and the absence of an automatic reporting mechanism (ticketing system). Responsiveness can be strengthened by the formation of a rapid response team and the implementation of time-of-service standards (SLAs). Meanwhile, the Assurance dimension emphasizes the existence of legal certainty and data security through the implementation of Presidential Regulation Number 16 of 2018 and PerLKPP Number 10 of 2021. The entire procurement process is digitally documented, reducing the potential for data manipulation. However, there is still a need for increased transparency in the tender evaluation process and periodic system audits to strengthen public trust.

The last dimension, Empathy, describes the bureau's concern for the needs of local providers and business actors. The technical guidance program (technical guidance) and SPSE assistance are tangible evidence of the bureau's empathy for providers, especially MSEs and cooperatives. However, these activities are still not carried out continuously and have not reached all regions. Therefore, the bureau needs to develop online training (e-learning procurement) and interactive user forums. Overall, the five dimensions of SERVQUAL show that goods/services procurement services in East Java Province have been running in the right direction towards transparent and efficient governance. However, to achieve optimal quality of public services, an improvement strategy is needed that includes: (1) modernizing digital infrastructure, (2) increasing human resource capacity, (3) implementing a data-based monitoring system, and (4) strengthening institutional empathy for service users. With the optimization of these five dimensions, the e-Procurement system is not only a tool for bureaucratic efficiency, but also an instrument for public service reform that is transparent, accountable, participatory, and oriented towards user satisfaction.

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