

# **Application of the Character or Integrity of Individual Supervisors in Determining the Implementation of the Vision and Mission in the Goods and Services Procurement Work Unit (UKPBJ) in North Gorontalo Regency**

**Haris Latif**

*Gorontalo State University, Indonesia*

**Rauf A. Hattu**

*Gorontalo State University, Indonesia*

**Zuchri Abdussamad**

*Gorontalo State University, Indonesia*

**Yanti Aneta**

*Gorontalo State University, Indonesia, yantianeta@ung.ac.id*

**Barmin R. Yusuf**

*Gorontalo State University, Indonesia*

**Sri Nurnaningsih Rachman**

*University of Bina Taruna Gorontalo, Indonesia*

## **Abstract**

The purpose of this study was to determine the competency of the apparatus in the work unit for the procurement of goods and services through the dimensions and indicators of apparatus competence in North Gorontalo Regency. The research method used is a qualitative method. The data analysis used in this research is qualitative with an interactive model analysis consisting of three components of analysis namely: Data reduction; Data Presentation; Data Verification and Conclusion Drawing. The results of the study show that: Apparatus Competence in the Procurement of Goods and Services in North Gorontalo Regency with a focus on personal character (traits) seen from the aspect of the apparatus' attitude has not fulfilled the wishes and many apparatus have not carried out their duties properly, Self-concept concept) seen from the credibility aspect of the POKJA apparatus which is considered to be lacking so that deviations often occur due to the fact that many apparatus do not yet understand regulations, knowledge of apparatus placed in POKJA in goods and services procurement units is still not in accordance with the level of education apparatus, especially in the field of engineering and analysis. Skills, when viewed from the human resources placed in the LWG at the goods and services procurement unit in North Gorontalo Regency, the apparatus resources have mastered the stages and implementation of activities starting from planning to the process of implementing activities, and work motivation (motives of apparatus in the procurement of goods and services which is used as the main basis as a task that benefits many people

which is the motivation of local government apparatus in the Work Unit for Procurement of Goods and Services in North Gorontalo Regency, commitment together where in the work unit for the procurement of goods and services in North Gorontalo Regency, the apparatus and the government must have a joint commitment to achieve the objectives so that the activities are carried out properly.

**Keywords:** *Competency, Apparatus & Integrity.*

## INTRODUCTION

Procurement of goods/services is an activity to obtain goods/services by the Provincial and Regency/City Governments, the process of which starts from planning needs until the completion of all activities to obtain goods/services. In order to guarantee the implementation of the selection of goods/services providers within the Provincial and Regency/City Governments in a transparent, integrated and integrated manner in accordance with the provisions of the laws and regulations related to the procurement of goods/services, a Goods/Services Procurement Work Unit (UKPBJ) was formed. K/L/PD environment which is the center of excellence for the procurement of goods/services.

Apparatus competence is the main key to the success of public organizations (Setyono, 2021). As an important role in the management of government institutions that rely on community service, the competence and professionalism of public service personnel is expected to be the main "goal" in administering the state. According to Hayat (2014) the quality of the state civil apparatus influences the performance carried out, so that in this case it has an impact on the performance of public services for which they are responsible. Within the framework of public service performance, state civil servants who work in government agencies should have scientific competence, expertise and leadership that must be inherent in their character (Hayat, 2014). The State Civil Apparatus in carrying out its duties as a public service apparatus of course also has a professional code of ethics whose aim is to minimize various irregularities. The

development of the state apparatus in the field of public services can run well and smoothly if there are factors that determine the creation of a good and quality government order.

The existence of demands for increasing the productivity of the public sector is the desire of the community so that the government can provide services that are fast, precise and easy. If we evaluate the performance of an information system, then, by itself the organization must be classified as an information system. Therefore, the relationship between HR strategic management and performance evaluation; knowledge management and competency concepts; and capabilities, must be defined at different levels of the organization. Performance evaluation is seen as one of the basic functions of HR strategic management to determine strategic choices and objectives as well as forms of action in HR management, which are based on evaluation information.

Honorarium given with standards that are not strict/according to regional capabilities often creates financial jealousy between regions, not commensurate with the work risk and the amount of the budget being managed. This has a high level of vulnerability to the occurrence of disintegrity in the Procurement of Goods and Services. According to Danil (2020) the risks that may occur are not only administrative but also civil and even criminal. Not to mention because of impartial policies, there are still many election working groups (Pokmil) that do not carry out their duties according to the scope of duties, responsibilities and authorities to carry out government goods/services procurement activities in accordance with statutory

regulations, while still being assigned as their main task at The previous OPD but on the other hand appointed an election working group (Pokmil) who were not from the Procurement Functional element or in the term ASN who were 'competent in the field of procurement of goods and services'. The uneven distribution of this package is an obstacle for the selection working group (Pokmil), all of which greatly affect the potential problems of Government Procurement of Goods/Services (PBJP) which should be a factor for agency considerations in appointing election working group employees (Pokmil) placed at UKPBJ.

The resources of the state civil apparatus are extraordinary assets that act as subjects as well as objects in bureaucratic reform (Haris, 2017). The resources of the state civil apparatus with their intellect, knowledge, abilities and skills as potentials that should always be developed and improved so that they can be used as much as possible for the advancement of public organizations, especially government institutions.

In order to accelerate the development of the competency capacity of the UKPBJ selection working group (Pokmil) apparatus towards ideal conditions, it is necessary to evaluate the capability, integrity and discipline of each UKPBJ apparatus, so that appropriate and measurable and systematic apparatus competence capacities can be formulated in accordance with condition exists.

In carrying out the goods/services procurement process, interpretations and problems often occur, both those carried out by parties from the UKPBJ selection working group (Pokmil), PA/KPA/PPK or providers/partners. These interpretations and problems may be intentional to benefit certain groups, or sometimes they do occur due to ignorance of the existing regulations in the PBJP process. However, it must be admitted that until now there are still various obstacles,

especially those related to the government procurement of goods/services.

Procurement of goods/services in the government sector has an important role in the implementation of national development to improve public services and develop the national and regional economy. In addition, the Government

The obstacles for the North Gorontalo Regency Government in carrying out the process of procuring goods and services, he admitted, were more due to the lack of Human Resources (HR) which greatly influenced the results of the tender process. The limited Human Resources (HR) who have PBJP certificates are felt by the OPD Public Works and Spatial Planning Office of North Gorontalo Regency. In accordance with the Decree of the North Gorontalo Regent Number: 424/SK/XII/2021 of 2021 concerning Executors of Regional Government Goods/Services Procurement assigned to the Goods/Services Procurement Work Unit are employees on duty at the OPD Office of Public Works and Spatial Planning, there are 2 ASN.

As for the problem regarding employee competence in North Gorontalo at this time, especially in PBJP, there is a problem of integrity where the morale and character of the apparatus is still lacking, while the capabilities and abilities of the apparatus still need to attend training related to PBJP, while accountability and accountability are still lacking, especially in evaluating the results of the process carried out by the Working Group. the implementation and transparency issues related to PBJP are still not widely known by the public from the implementation process to the end of implementation in North Gorontalo Regency.

## Methods

Data collection techniques both primary data and secondary data are as follows; (1) in-depth

interviews; (2) Observations are made in the Work Unit for the Procurement of Goods and Services; (3) Documentation; (4) Library Studies (Library Research); (5) Field Studies (Field Research). Data analysis is done by organizing data, describing it into units, synthesizing, compiling into patterns, choosing which ones are important and what will be learned and making conclusions that can be told to others.

## Results and Discussion

### Characters/traits

Character is a physical characteristic and a reaction or response that is carried out consistently to a situation or information. The first focus is character and sub-focus in this study seen from the attitude of the apparatus, employee reactions and employee commitment as well as the response of the apparatus in North Gorontalo Regency in the procurement of goods and services .

One of the dimensions of competence is character with the attitude indicator of the apparatus grown and learned throughout the development of the person concerned in relation to a particular object, attitude is the result of human learning so that attitudes can be grown and developed through the learning process.

The problem with the attitude of government officials as the first sub-focus of the Character focus is illustrated in interviews with AA informants and researchers as follows:

Apparatuses should behave professionally in carrying out their duties so as to gain trust in maintaining the credibility of the goods/services procurement process, this attitude is an asset for us as apparatus to gain the public's trust, especially those in North Gorontalo. 29/12/2022

In line with the previous informant that for the attitude of the apparatus must have a good

attitude as conveyed by the FA informant as follows:

In carrying out tasks so as to gain trust that maintains the credibility of the goods/services procurement process, especially in North Gorontalo district, currently the attitude of the apparatus is the determining factor so that the apparatus must have a good attitude. 11/02/2023

Meanwhile, according to the MU informant in an interview with the researcher it was said as follows:

Apparatuses should behave professionally in carrying out their duties so as to gain trust that maintains the credibility of each so that the process of procuring goods/services is smooth and under control. 08/02/2023

Differing opinion from the previous informants where the informant RD said that:

The attitude of the apparatus is that not all those who carry out the task of procuring goods and services can be trusted because in terms of document evaluation sometimes it does not match the existing documents and this has been a weakness of the government in North Gorontalo Regency so far and in the future my suggestion is that things like this should be fixed. 02/01/2023

The same thing was expressed by other informants in interviews with BM informants who said:

Procurement is very careful in carrying out the procurement process without a regulatory basis and based on interpretation so that one slows down the procurement process. Clear rules are sometimes interpreted differently. 11/01/2023

Meanwhile, according to the informant KT, the procurement process in the work unit was conveyed as follows

Not all Procurement Working Group officials who carry out the procurement process work credibly and this will result in people's trust in the executors and if you don't believe it then in the future the apparatus must be replaced even though not all are like that, why should they be replaced even though not all because the apparatus in this working group must have trust from us as a provider .13/01/2023

Thus, the attitude of the officers as working group apparatus in the procurement of goods and services had two different opinions so that in essence it was only in the form of interpretation of the rules so that between one informant and another informant gave two different opinions.

While seen from the aspects of commitment and intervention as well as apparatus reactions that in the focus of research on this character as expressed by the NP informant as follows:

Commitment depends on each individual, then if there is intervention, sometimes all the rules are looked for to be used as a basis for strengthening decisions later. 24/12/2022

Meanwhile, when talking about employee reactions in goods and services procurement activities in interviews with MU informants as follows:

Employee reactions should always maintain commitment and avoid intervention as much as possible in the process of procuring goods/services. If intervention is unavoidable, you should deal with it wisely, politely, prioritizing bureaucratic ethics but still conveying the situation as it is. It is hoped that the intervening parties can understand so as to discourage their intention and follow the procedures in the applicable regulations. 08/02/2023

Similar to the previous opinion on the issue of joint commitment, the FA informant disclosed:

For the sake of maintaining shared commitments and intervention as much as possible in the goods/services procurement process. with intervention, you should deal wisely by prioritizing the applicable ethics but still conveying the situation as it is. It is hoped that the intervening parties can understand so that they discourage their intentions and follow according to existing regulations. 11/02/2023

The same statement was also conveyed by the AA informant in the interview with the researcher regarding commitment to avoiding interference as follows

Employee reactions should always maintain commitment and avoid intervention as much as possible in the process of procuring goods/services. If intervention is unavoidable, you should deal with it wisely, politely, prioritizing bureaucratic ethics

The importance of a joint commitment that must be maintained in order to increase public trust, especially in terms of the service of goods and services so that intervention is avoided so that the implementation can run as expected.

Regarding the commitment and reaction of the apparatus, in this case there were several informants who had different opinions from the previous informant as expressed by the RD informant in an interview with the researcher as follows:

Commitment in carrying out the procurement process is very high but sometimes some are not committed. If there is an intervention, sometimes there are Working Groups that carry out some that do not implement it, but there must be a joint commitment, actually this is in order to smooth the process of procuring goods and services in North Gorontalo Regency. 02/01/2023

Interference is something that can slow down the process and this was stated in interviews

with researchers with BM informants as follows:

Sometimes intervention slows down the procurement process so that the set time changes, with frequent changes it will affect the slowness of this service. 11/01/2023

It is the same as what was conveyed by the KT informant regarding intervention from other parties as follows

If there is interference from other parties, there must be interference. There is also intervention in the process of procuring goods and services, so if there is a little interference, it will have an impact on slow service at the office or at the working group and others. 13/01/2023

Thus, that intervention will make the reaction of the apparatus visible from various opinions which will change both in terms of time and in terms of the slowness of the process, both the procurement process and the existing service processes.

Regarding the response of the apparatus in maintaining the credibility of the process of procuring goods and services in North Gorontalo Regency, it can be seen from the several opinions that are the same as those expressed by the AA informant as follows:

Appreciation and support for these apparatuses must be given so that trust in the goods/services procurement process can be maintained properly, because what is needed is the trust of both the government and them as providers in this place, especially in the goods and services procurement unit. 29/12/2022

The RD informant revealed to the researcher about the response and credibility of the apparatus as follows:

The response of the apparatus in maintaining credibility is by mutual trust between the Pokja team and the UKPBJ Head. Their

response was very good among them the working group team in Gorut 02/01/2023

The same as the previous informant's statement about credibility and according to the NP informant that:

If you maintain credibility, all members of the Working Group and the head of UKPBJ are very good because UKPBJ are prone to being replaced, so they have to be unified. When they are united then they can work very responsibly about their duties 24/12/2022

In the aspect of apparatus credibility, appreciation and support and trust were conveyed by FA informants in interviews with researchers

To maintain this credibility, the apparatus must be given appreciation and support so that the trust in the goods/services procurement process can be maintained properly. This trust is very important in the process of procuring goods and services, especially in Gorut.

Goods and service providers in North Gorontalo district also expressed the same opinion as expressed by BM as follows:

When it comes to credibility in the Procurement Working Group, it is very good if this is in the hands of each apparatus, because the results obtained as executors of work can do the job well. In essence, when talking about their credibility, this is already good, even though they still have many shortcomings, and that's what ordinary people hope to understand. 11/01/2023.

Another opinion stated that not all were working properly, and this was seen in the interview session with the provider with the FAA informant as follows:

Not all Procurement Working Group officials who carry out the procurement process work in a credible manner, but they are still given reinforcement of the results of the procurement carried out in accordance with

the provisions. They must be given reinforcement so that in the future they can carry out their duties as well as possible  
13/02/2023

Meanwhile according to MU as follows:

That the apparatus in this work group must be given technical guidance or training activities like that so that they can work properly, especially when it comes to the procurement of goods and services.

Thus, the aspects of internal apparatus response and credibility in the procurement of goods and services were assessed by both the apparatus and service providers as good and this in interviews with informants showed that all statements were the same in terms of giving appreciation to the organizers and the existing apparatus.

#### Characters/traits

A relatively constant characteristic of a person's behavior. Each Apparatus has a character (characteristics) that is different in completing their work assignments.

In this research, with a character focus, it consists of three sub-focuses, namely aspects of apparatus attitudes, employee reactions and employee commitment as well as apparatus responses and based on the results of the research it can be seen that the three sub-focuses get different answers from informants and this is a concern especially in terms of the competence of procurement apparatus goods and services.

#### Apparatus competence in the procurement of goods and services

The first sub focus seen from the attitude of the apparatus is to foster trust starting from the attitude of the apparatus in carrying out their duties but for the attitude of this apparatus it is still considered not to have fulfilled the wishes of many people as evidenced in interviews with interviewees, including the attitude of the

apparatus which is considered not all of them have carried out their duties, especially in the procurement process goods and services.

Procurement of goods and services in its implementation requires a firm attitude from the apparatus, moreover there are many different interpretations so that with the firm attitude of the apparatus in the procurement of goods and services in North Gorontalo district so that the apparatus, especially the Pokja apparatus, can be trusted, especially the providers in the procurement of goods and services.

#### Apparatus competence in the procurement of goods and services

For the second sub focus, seen from the employee's reaction, it is to prioritize what is known as a joint commitment where this commitment will lead to perceptions from users, in this case, the provider of goods and services is getting better and so that the apparatus gains the trust of the community.

The obstacles that arise in the process of procuring goods and services are none other than between the apparatus and the providers of goods and services in Gorontalo Regency where not all apparatus have mastered activities at the LWG and not all apparatus have worked well in the goods and services procurement unit.

#### Apparatus competence in the procurement of goods and services

The third sub focus, seen from the employee's response, is in the assessment of the informants who are good where the response is in maintaining the credibility of the apparatus in the implementation of the procurement of goods and services so as to gain public trust, especially providers or contractors engaged in goods and services in North Gorontalo Regency.

Seeing the results of research findings related to character and when compared with the dimensions of apparatus competency according to Spencer in Moeheriono (2014), this is in accordance with research because when viewed from aspects of human nature and character, the findings of this study reveal character in the form of apparatus attitudes. which differ in the execution of activities in the goods and services procurement unit in North Gorontalo Regency, while Spencer's theory says that the nature and character of each apparatus has a different character in completing its work.

#### Personal character (traits)

Competence is a skill, knowledge, basic attitude, and value contained in a person which is reflected in the ability to think and act consistently. In other words, competency is not only about one's knowledge or abilities, but the willingness to do what is known to produce benefits.

Thus, based on the results of research conducted by researchers involving key informants as informants in this study, it is seen from the attitude of the apparatus, the reactions of employees and the commitment of employees as well as the responses of the apparatus where the wishes of users in the attitude of the apparatus still have to be addressed in the future, especially in maintaining the commitment to get trust from the public, especially the providers of goods and services procurement in Gorontalo Regency, basically the POKJA apparatus have not carried out their duties as well as possible, especially in activities, processes, implementation of goods and services.

In terms of the credibility and commitment of the apparatus in the procurement of goods and services, the user, in this case, the provider gives a good assessment, especially in the stages and processes of the procurement of goods and services, but the deficiencies that

often arise include intervention from other parties, so it must be strengthened through competent apparatus. The officials placed must be credible and have high integrity.

#### Conclusion

Apparatus competence in the procurement of goods and services in North Gorontalo Regency is currently felt to be lacking if one looks at several developments as an indicator of apparatus competence. when viewed from the aspect of personal character, it shows that the apparatus has not fulfilled the wishes where not all apparatus, especially in the goods and services procurement unit, have not carried out their duties. also in terms of self-concept from the aspect of credibility of the apparatus is also not good caused by the inability of the apparatus to understand and implement rules related to the procurement of goods and services, while in the aspect of knowledge there are still many working group apparatus in North Gorontalo district currently not up to the level expertise and level of education so that the impact on apparatus mastery of rules and regulations is still lacking so that deviations often occur, the same is true when viewed from the aspect of skills and skills and this has been considered good when viewed from the human resources of the temporary apparatus j If judging from the technical mastery and mechanisms in the field it is still not good because the apparatus assigned to the goods and services procurement unit is not in accordance with their skills and expertise, while if viewed from the motivational aspect this is in accordance with the wishes of all parties, both by the government and by providers in the goods and services procurement unit in North Gorontalo Regency, while in the implementation of goods and services procurement in North Gorontalo district there needs to be a joint commitment between apparatus and other parties so that all activities will be carried out properly.



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