


Improving the Performance of Goods and Services Procurement through the Implementation of the SPSE INAPROC System at the Regional Secretariat of Belitung Regency

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Article Info	ABSTRACT
<p>Keywords: INAPROC, Electronic Procurement, Effectiveness, Procurement Performance</p>	<p>This research is intended to provide an overview of how improving the performance of goods and services procurement can be achieved through the utilization of the SPSE INAPROC System at the Regional Secretariat of Belitung Regency. The utilization of this electronic system is considered a strategic step to implement a more open, efficient, and accountable procurement process. The research used a descriptive qualitative method by collecting data through interviews, observations, and document reviews related to procurement activities. The findings show that SPSE INAPROC helps speed up the administrative flow, evaluate the quality of documentation, and reduce the potential for manual errors that previously often appeared. In addition, the system expanded supplier involvement and increased the level of public disclosure of procurement-related information. However, the study also found that there were constraints including limited human resource capacity, technical understanding of suppliers, and network and infrastructure factors. Overall, the implementation of INAPROC's SPSE has made an important contribution to improving procurement performance, although various supporting aspects still need to be strengthened.</p>
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INTRODUCTION

Procurement of government goods and services is a necessary part of ensuring the smooth running of government tasks as well as the quality of services to the public. Procurement procedures that are carried out manually often lead to problems including delays, data inaccuracies, and inefficient administrative stages. With the growing complexity of organizational needs, the use of information technology has become imperative to make procurement faster and more transparent. This motivates government agencies to transform to an electronic procurement system that is more orderly and easily monitored (Hardiyan, 2023).

The use of digitization in the procurement of goods and services, including through SPSE INAPROC, makes it easier to monitor the procurement stages from the plan to the final report. All documents that were originally in physical format can now be processed in one

system. Verification features, automatic recording, and digital workflows can reduce the error rate due to manual processes. This condition is an important foundation for efforts to improve the quality of procurement management from government agencies.

Digital transformation also presents a wider opportunity for suppliers to participate in the procurement process equally without location or time constraints. In addition to increasing internal effectiveness, the presence of electronic systems can reduce the potential for irregularities in the administrative stages of procurement. Every document and activity can be clearly traced through records in the system. Thus, digitization is an element that provides support related to improving procurement governance at the regional level.

Research from (Mohammad Sholeh, Kesi Widjajanti, and Rohmini Indah Lestari) related to the implementation of e-procurement in the Central Java Provincial Government revealed that the use of an electronic procurement system contributed greatly to strengthening several principles of good governance. The results of their study show that the e-procurement mechanism has been implemented quite optimally so that it can increase the level of information disclosure, accountability, process effectiveness, and efficiency in goods and services procurement activities. However, the study also found a variety of obstacles that still hinder implementation, including system disruptions due to high usage loads, limited available technology tools, insufficient cost support, and the potential for external intervention. The findings also reveal that the successful implementation of electronic procurement is strongly influenced by the readiness of technological facilities, adequate funding, and the ability of human resources when managing and implementing the system professionally. According to the background that has been explained, so the researcher raised the title "Improving the Performance of Goods and Services Procurement through the Implementation of the SPSE INAPROC System at the Regional Secretariat of Belitung Regency".

METHOD

The research approach used is descriptive qualitative, which is intended to give an in-depth description of the application of SPSE INAPROC in the procurement of goods and services. This method was chosen because it can show factual conditions in the field according to the direct experience of procurement implementers. Data were obtained through interviews, observations, as well as reviewing documents related to the procurement process at the Regional Secretariat of Belitung Regency. Each piece of information was collected in an organized manner to form a comprehensive picture of the ongoing procurement mechanism. With this approach, researchers can find out how far the application of electronic systems contributes to the effectiveness of procurement.

Data analysis was carried out through the stages of reduction, presentation, and conclusion drawing which were carried out repeatedly throughout the research stages. All information collected was filtered and organized in order to display the pattern of procurement implementation more clearly. Data validity is maintained through triangulation, which distinguishes the results of interviews, supporting documents, and observations. This

technique determines that the picture obtained is truly representative of the conditions that occur in the field. Thus, this analysis is a strong basis for assessing the effectiveness of INAPROC's SPSE implementation when increasing the quality of procurement.

RESULTS AND DISCUSSION

Implementation of SPSE INAPROC in the Procurement Process

Policy implementation is caused by communication factors, availability of resources, readiness of implementers, as well as a supportive organizational structure. In the implementation of electronic procurement, success depends on the ability of human resources, the readiness of facilities to fulfill, and effective coordination between work units. A well-executed implementation is seen from the suitability of procedures, the implementer's understanding of regulations, and the ability to operate the system consistently. Therefore, this concept is the foundation when assessing the effectiveness of INAPROC's SPSE implementation in order to improve the quality of procurement (Jumroh & Pratam, 2021).

Procurement performance is assessed through measures of efficiency, effectiveness, timeliness, and quality of meeting organizational needs. This concept reveals that a good procurement process must be able to prepare goods and services at a reasonable cost and comply with clear procedures. In the context of government, the quality of procurement performance is a necessary indicator of an institution's success in delivering public services. Therefore, all stages of procurement must be carried out openly, measurably, and according to the rules so that the results can be accounted for (Changalima et al., 2023).

The implementation of SPSE INAPROC provides a major change in the pattern of procurement work which was originally manual. All implementers and providers must be able to adjust to a more structured digital approach. With this system, each stage can be tracked directly so that monitoring is more effective. This transformation makes the procurement stage more responsive and keeps up with technological developments (Angreini & Rusdianto, 2024).

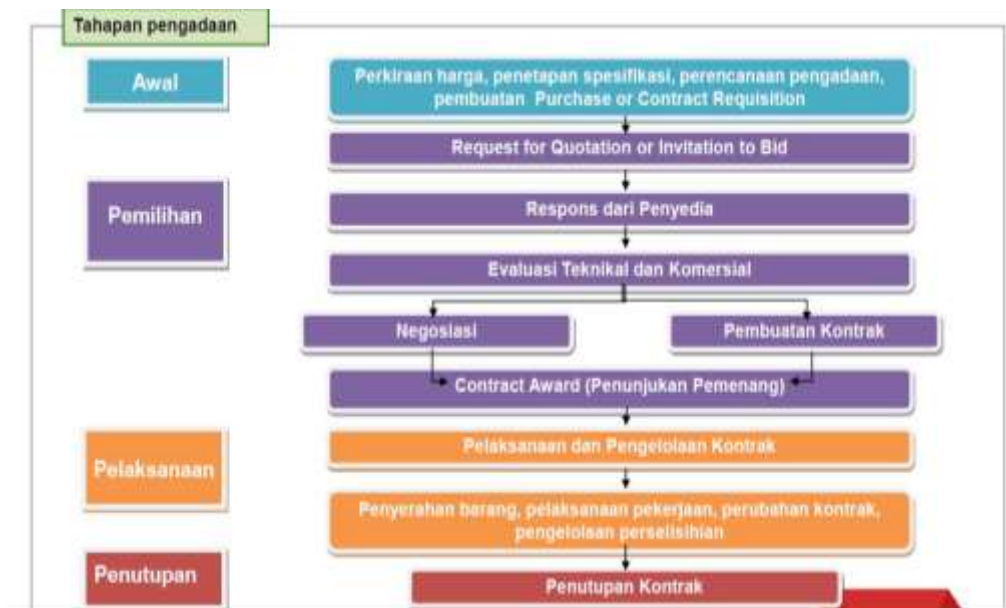


Figure 1. Goods and Services Procurement Process

Source: <https://www.pa-klaten.go.id/index.php/keseekretariatan/pengadaan-barang-dan-jasa>

Prior to the use of electronic systems, the procurement phase took longer due to reliance on physical documents and face-to-face coordination. This condition creates a high risk of delays and administrative irregularities. The presence of SPSE INAPROC can then be a solution by providing a more concise and interconnected work tool. As a result, procurement activities can be carried out in a more organized and easily controlled manner.

Through the implementation of a digital system, the ability of internal supervision increases because all data is recorded automatically. Each step in the procurement process can be reviewed without going through the accumulated physical archives. This makes it easier for relevant parties to carry out audits and checks more thoroughly. Detailed digital records are an important basis for determining the integrity of procurement implementation (Wicaksono, 2021).

In addition to evaluating internal flows, INAPROC's SPSE also increases the opportunities for suppliers to participate in the procurement process. Open access to information increases the level of equality and reduces the chance of discrimination in the selection of suppliers. This results in a healthier level of competition and therefore better quality bids. In this way, the digital system supports the principles of good governance in procurement.

The use of SPSE INAPROC begins with compiling the needs carried out from each section in the Regional Secretariat of Belitung Regency. All proposed needs are then entered into SIRUP as the basis for forming procurement packages. With this system, the stages of recording needs are more neat and electronically documented. Meanwhile, this step reveals that each package already has a clear budget basis before further processing.

At the stage of selecting a provider, SPSE INAPROC provides a package announcement facility open to all registered providers. The system provides automatic information so that providers can immediately find out about new packages that are uploaded. This open mechanism establishes a more objective and healthy level of competition between providers. However, the process of selecting providers becomes more transparent and accountable (Putri, 2024). The SPSE system also allows providers to upload all bidding documents according to the specified format. Uploading via digital channels reduces the risk of file loss or physical document damage. Meanwhile, the system automatically checks the completeness of the files to help evaluators carry out initial verification. This process makes document evaluation faster and more efficient.

Bid evaluation can be carried out using the system's document review feature. Each file can be reviewed, adjusted and sorted without having to handle physical files. The digital evaluation feature makes the assessment stage more systematic and reduces administrative errors. Meanwhile, all evaluation activities are recorded so that they can be easily traced back. Winner determination is carried out through a system with an accessible agreement flow according to the authority of each official. Digital approval speeds up the process without the need to transfer physical documents between departments. Track records of decisions are automatically stored so they can be accounted for at any time. This helps increase the level of trust both within the government and the provider.

Electronic contracts obtained from the system facilitate the process of storing and monitoring the implementation of work. All documents are stored in digital form so that they can be easily retrieved when needed. The schedule and reminder features in the system make it easy to maintain the timeliness of contract implementation. Thus, SPSE determines that the procurement implementation schedule runs more regularly from start to finish (Salim, 2020).

At the handover stage, the minutes document can be entered into the system and become part of the procurement's digital archive. This creates a more complete documentation without adjusting the physical documents. Easy access to the archive supports the need for audit or examination at any time. That way, all stages of the procurement can still be traced even after the activity has been completed (Zakaria & Sagita, 2025). Thus, SPSE INAPROC has a positive impact on accelerating the administrative flow in the procurement of goods and services. Digitalization of stages makes implementation more efficient, accurate, and manageable. Various stages that previously took a long time can now be completed in one connected system. This change presents a real formation in procurement governance at the Regional Secretariat of Belitung Regency.

The Effect of SPSE INAPROC on Improving Procurement Performance

The improvement in procurement performance through SPSE INAPROC can be seen in a simpler work process than before. Each step can be carried out more quickly so that procurement officials can make decisions without waiting long. The reduced waiting time at some stages is a sign that the system is working more efficiently. This positive impact shows that technology makes a big contribution to improving procurement performance.

In addition to speed, the quality of procurement services increases because documents have been managed to customize digital formats more securely. The risk of losing or damaging documents is much lower than using manual methods. Storage in a centralized system makes it easier for implementers to find certain files when needed. More organized document management also encourages better service for providers.



Figure 2. E-Procurement Workflow

Source: <https://www.jurnal.id/id/blog/apa-itu-e-procurement/>

The implementation of SPSE INAPROC also increases the level of professionalism of procurement executors. The system requires adherence to standardized workflows, thus reducing the potential for actions that do not conform to procedures. In addition, automatic time limits in the system support implementers to work more disciplined and systematic. This in turn shapes the productivity of the procurement team to show improvement (Maysarah, 2023).

Information systems are utilized to increase the level of data accuracy, speed up work processes, and reduce the chance of manual errors. In procurement activities, e-procurement is defined as the use of technology to manage all processes digitally so that they are more efficient and easily auditable. INAPROC's SPSE provides integration of processes, documents, and records so that transparency and accountability can be improved. Thus, the success of electronic-based procurement is ensured by the capabilities of the tools, users, and the ready infrastructure that supports its implementation (ADB, 2018).

Easy access to information through the system provides a more positive experience for suppliers. They can monitor the assessment stage, announcement, and bid status without having to wait for manual confirmation. This transparency supports a more professional relationship and equality between the government and suppliers. As a result, communication and cooperation at the procurement stage becomes more harmonious and clear.

Table 1. Manual vs E-Procurement Comparison

Aspects	Manual	<i>E-Procurement</i>
Process Time	Slow	Faster
Transparency	Limited	Open & accessible
Document Accuracy	Prone to error	More accurate
Cost Efficiency	Low	More efficient
Provider Access	Limited	Wider

The implementation of SPSE INAPROC brings a clear level of time-effectiveness to procurement implementation. Stages that previously required lengthy coordination can now be implemented more quickly through the system. This reduction in administrative processes is especially pronounced in the bid announcement and evaluation phases. That way, the duration in completing the procurement package can be reduced without reducing the accuracy of the procedure (Ramazan, 2021).

Electronic systems also increase the level of accuracy in data management because all documents follow a standardized digital format. This reduces the potential for typographical errors, duplication of files, and file mismatches that are common with manual methods. Documents stored in the system are easier to review, so implementers do not need to carry out repeated checks. This increased accuracy results in more precise and consistent procurement evaluations.

The level of procurement transparency is higher because all interested parties can find out the stages of direct procurement through SPSE. Information about the package, bidding documents, and winner determination is clearly stored and can be accessed according to their authority. With this openness, the potential for conflict of needs or uncertainty in the process can be reduced. Providers' trust in the procurement system also increases because the process can be known more openly (Bureaucracy et al., 2023).

The effectiveness of procurement is also known from the increased competition between providers who are given easy access to package information without geographical restrictions. Providers are presented with equal opportunities to participate in the process without having to be physically present. As a result, the quality of incoming offers is getting better because of healthy competition. This condition also encourages agencies to obtain providers who form the most suitable offers (Sudiarna et al., 2024).

Electronic systems strengthen accountability because every activity of the implementer is automatically recorded in the form of a digital footprint. This record of activity makes it easier for auditors to trace every stage of the procurement process. With complete digital evidence, accountability becomes easier to enforce. This accountability supports an increase in the quality of internal control in the procurement environment.

The use of SPSE also reduces operational costs because it eliminates the need to use paper, duplicate documents, and in-person meetings. All communication and file uploading can be done via the internet without physical contact. This cost reduction can be an added benefit for local governments when managing budgets more efficiently. This efficiency is also in line with the principles of frugal, transparent, and effective procurement.

The performance of procurement officials is improved because the system provides work directions, standardized formats, and automated validation that reduce the rate of procedural errors. These features make it easier for implementers to focus on substance assessment rather than administrative work. With system support, the manual workload can be significantly reduced. This change results in an overall increase in the productivity of the procurement team (Kristanto et al., 2023).

That way, SPSE INAPROC can contribute greatly to improving the quality of procurement performance at the Regional Secretariat of Belitung Regency. This system evaluates aspects of timeliness, accuracy, openness, accountability, and cost efficiency. The positive impact can be seen from the smoother procurement process and the improved quality of procurement results. Thus, the use of technology in procurement is a necessary element in strengthening governance.

Barriers to INAPROC SPSE Implementation and Efforts to Address them

The implementation of SPSE INAPROC is not far from the obstacles that exist due to the transition from manual systems to digital mechanisms. This shift requires readiness from all parties, especially providers who are not familiar with technological devices. Many of them find it difficult to adjust to the new format and rules in the system. Therefore, intensive assistance is necessary to keep the process running stably.

Internet network problems are often a limiting factor, especially when the connection does not encourage the document upload stage. The reliance on online systems makes the procurement phase very sensitive to network disruptions. The situation can result in a number of processes being delayed and not proceeding as scheduled. Therefore, the availability of a reliable connection is a necessary prerequisite for the success of the system (Diasti, 2021).

In addition to technical obstacles, coordination problems between departments can also slow down the process of developing needs and budgets. Delays when preparing supporting documents often set the procurement schedule back from the plan. This condition reveals that procurement success is not only ensured by the system, but also internal cooperation. Therefore, increasing the level of coordination is a necessary step when streamlining the procurement process.

Table 2: E-Procurement Barriers and Solutions

Barriers	Impact	Solution Implemented
Human resources are not accustomed to utilizing the SPSE system	Input errors, processing can be slow	Training, technical guidance, and direct assistance
Unstable internet connection	Document uploads often fail and the process is delayed	Network quality improvement and coordination with Diskominfo
Providers lack knowledge of digital procedures	Offer not conforming to format or late	Socialization, usage guidelines, and regular education

Barriers	Impact	Solution Implemented
Coordination between sections is not optimal	Procurement implementation schedule is often pushed back	SOP adjustments and additional communication between units
Inadequate computer equipment and IT facilities	The system executes slowly and performance suffers	Device upgrades and IT infrastructure upgrades

In the face of these barriers, corrective measures are needed that involve all parties in procurement. Local governments need to strengthen network support, provide customized training, and raise the level of technical facilities. Providers should also be supported to raise their level of technological capability so that they can better keep up with digital processes. With overall improvements, INAPROC's SPSE implementation can be more optimized and consistent (Widiarti et al., 2022).

A number of obstacles arose in the implementation of SPSE INAPROC, one of which was the limited technical knowledge of some providers. There are still many providers who are not accustomed to uploading documents, utilizing electronic signatures, or following the digital format that the system ensures. This situation often makes it difficult for them to submit offers by the deadline. These conditions ultimately require procurement officials to provide a lot of additional assistance (Juniawan et al., 2021).

Network and system disruptions can also be an obstacle that often hinders the implementation of electronic procurement. An unstable internet connection can delay the announcement process, file uploading, and document evaluation stages. The reliance on technology makes procurement more vulnerable to technical problems. Therefore, the smooth running of the system requires a fulfilling network infrastructure (Hidayat et al., 2021).

Another challenge comes from the side of human resources within the local government that has not been evenly distributed in mastering technology. Various implementers still need time to know some functions in SPSE thoroughly. This condition can slow down the process, especially when the number of packages to be handled is quite large. The variety of human resource capabilities causes training to be an important need that must be carried out on an ongoing basis.

Barriers are also seen in coordination between work units with a role in procurement, especially when preparing needs and budget plans. Data non-uniformity between the planning and budgeting departments can slow down the input process into the system. Supporting documents that are not available on time can also hamper the procurement implementation schedule. This shows the need for better synchronization of workflows between related units. In order to overcome technical barriers in providers, the implementation of regular guidance and training is a very effective method. Providers can be assisted through practical guides, visual media, or consultation sessions that make it easier for them to learn how to use the system. This can raise suppliers' skill levels so they are better prepared for the digital phase. The more capable suppliers are, the smoother the procurement process will be.

Increasing the level of facilities and networks is an important aspect that must be strengthened so that the system can be implemented without significant disruption. Local governments can work with internet service providers to provide a more stable connection during procurement implementation. In addition, updates to work devices including computers, internal networks, and other supporting systems are needed to adjust the operational load. Good technical support will greatly facilitate in reducing the level of obstacles during the process.

Strengthening the capabilities of human resources through regular training is a strategic step to increase the effectiveness of electronic system implementation. Training materials can include technical skills, procedural knowledge, and regulatory insights so that implementers are better prepared to deal with a number of situations. Meanwhile, improving coordination between units can accelerate document preparation and reduce the risk of delays. With consistent efforts, the implementation of SPSE INAPROC can be carried out more optimally and support the improvement of procurement performance (Dwiwarman, 2024).

CONCLUSIONS

The implementation of SPSE INAPROC in the Regional Secretariat of Belitung Regency has proven to have a positive impact on improving the quality of goods and services procurement. This electronic system can streamline administrative processes, clarify workflows, and increase the level of transparency at every stage of procurement. Digitalization has also successfully reduced the potential for manual errors and evaluated the overall recording of documents. However, challenges including limited understanding of technology, network disruptions, as well as the availability of human resources are still obstacles that need attention. In general, the use of INAPROC's SPSE has had a significant impact on improving procurement performance, but still requires more consistent efforts to strengthen.

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