

ORGANIZATIONAL EFFECTIVENESS OF THE PROCUREMENT SERVICE SECTION OF SOUTH OF TANGERANG CITY

**Arie Kurniawan, Retnowati WD Tuti*,
Ma'mun Murod, Evi Satispi, Djoni Gunanto**
*corresponding author

FISIP Universitas Muhammadiyah Jakarta
e-mail: arie.tangerangselatan@gmail.com,
retnowatiwdtuti@umj.ac.id,
mamun.murod@umj.ac.id,
evi.satispi@umj.ac.id,
djoni.gunanto@umj.ac.id

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ABSTRACT

Procurement of goods and services that are in government with limited resources and regulations that change according to the times of course these change will affect organizational effectiveness. In such an environment the procurement of goods and services must be responsive and clever in anticipating to maintain their existence and function. For an organization to maintain its existence and function, it must be effective to support this the South Tangerang City Procurement Service Section has an important contribution in the implementation of the goods or services procurement process. Based on these conditions a research was conducted with the title: "Organizational Effectiveness of The Procurement Services Section of South Tangerang City". The theory used in this study from Richard M. Steers (1985: 206), the capability of adaptability, productivity, and job satisfaction. The method used in this research is descriptive research with a qualitative approach. This research uses the determination or selection of informants by using Purposive methods. Data sources were obtained from interviews, documentation, and observations with the validity of the data used in this research were Triangulation techniques. The result of this research explained that the effectiveness of the Procurement Service Section of South Tangerang City in adaptability is optimal, productivity is optimal, and job satisfaction is good, overall it is effective to do the jobs and the functions. Supporting factor are training and coaching employees, satisfaction in work and smooth communication while inhibiting factor is the lack of quality of Human Resources and the low quality of supporting facilities in the procurement service section of South Tangerang City.

Keywords: *Effectiveness, job satisfaction, organization, productivity, the capable of adaptability*

INTRODUCTION

Procurement of Goods and Services The government plays an important role in the utilization of the state budget which involves a very large amount of money so that the government is called the largest buyer in a country. According to LKPP, the Procurement of Goods and Services budget is around 40% of the APBN and APBD. Of course, this must be regulated properly with detailed procurement legal regulations and continue to adapt to procurement needs. Regulations made in the implementation of Procurement of Goods and Services are solely aimed at making PBJ run efficiently, openly, competitively and affordably, to achieve output in the form of quality goods or services. With the existence of quality goods or services, it will have an impact on improving public services.

To achieve the goal of providing a quality output of goods or services, PBJ arrangements are continuously being improved. Overall improvement from regulatory, implementation, and institutional aspects. One, improvement in terms of regulations, since 2000 the government has issued special regulations regarding the procurement of government goods and services. The special regulation is the Presidential Decree 18 of 2000 which aims to regulate the procurement of goods and services to achieve the principles for the procurement of goods and services, namely healthy, transparent, open competition, and fair treatment for all parties so that the results can be accounted for both physically and financially. as well as its benefits for the smooth running of government tasks and community services. Regulations regarding the procurement of government goods and services continue to undergo improvements in line with the complexity of the procurement of goods and services

On December 6, 2007, the Government Goods/ Services Procurement Policy Institute (LKPP) was formed based on Presidential Regulation Number 106 of 2007. LKPP is domiciled as a Non-Ministerial Government Agency (LPNK) which is under and directly responsible to the President. In carrying out its duties and functions, LKPP is coordinated by the State Minister for PPN / Head of BAPPENAS. Furthermore, through this institution, Presidential Decree Number 54 of 2010 concerning Government Procurement of Goods / Services and its derivatives has been issued which has now been amended back to Presidential Regulation No. implementation of national development to improve public services and development of the national and regional economy, it is necessary to regulate the procurement of goods/services that provide the fulfillment of the maximum benefit value (value for money) and contribute to increasing the use of domestic products, increasing the role of Micro, Small Enterprises, and Medium Enterprises and sustainable development.

In addition to improvements in terms of rules or regulations, in terms of implementation of government procurement of goods and services in Indonesia it is also improved in two ways; increasing human resource capacity and implementing e-procurement. Related to the development of human resources capacity, competency standards for procurement personnel have been carried out through the professional certification program for the Government Procurement of Goods and Services and the establishment of functional positions for Government Procurement Managers.

The Procurement Service Unit (ULP) is a unit whose function is to carry out the procurement of goods/services in Ministries / Institutions / Regional Work Units and other institutions (K / L / D / I) that are permanent. ULP can stand alone or be attached to an existing

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unit. Article 14 of Presidential Regulation No. 54/2010 (Perpres 54/2010) states that K / L / D / I are required to have ULP which can provide services/guidance in the field of goods/services procurement.

Presidential Regulation Number 54 of 2010 (Perpres 54/2010) concerning government procurement of goods/services requires the establishment of a Procurement Service Unit (ULP), where ULP is a unit of a government organization that functions to carry out the procurement of goods/services in K / L / D / I permanent, can be standalone or attached to an existing unit. Article 14 Perpres 54/2010 states that K / L / D / I are required to have ULP which can provide services/guidance in the field of goods/services procurement. Meanwhile, Article 130 states that the ULP at the K / L / D / I must be formed and functioning in the 2014 fiscal year. Thus, the idea and preparation for the formation of the ULP must begin before 2014.

The South Tangerang City Government has a Procurement Service Unit (ULP) based on the Decree of the Mayor of South Tangerang Number 810 / Kep.11-Huk / 2013 of 2013 concerning the Establishment of a Procurement Service Unit Secretariat and a Goods / Services Procurement Working Group in the South Tangerang City Government. . However, the organization is not yet in a structured form, the South Tangerang City ULP organization is attached to the Regional Secretariat of the South Tangerang City Government, to be precise, it is attached to the Procurement Service Section of the City of South Tangerang.

With the occurrence of several changes in the rules and systems for the procurement of goods and services, of course, this is an indicator of ineffectiveness in the procurement of goods and services in Indonesia, and more closely related to the City of South Tangerang, which is one of the stakeholders in the implementation of changes in the procurement rules and systems. Procurement of goods and services that are in government with limited resources and regulations that change according to the times of course these changes will affect organizational effectiveness. In such an environment the procurement of goods and services must be responsive and clever in anticipating to maintain their existence and function. For an organization to maintain its existence and function, it must be effective. To support this, the City of Tangerang Selatan City Procurement Services Department has an important contribution in the implementation of the procurement process of goods/services electronically in the K / L / D / I environment.

Based on these conditions, it is of interest that this research takes the title: "Organizational Effectiveness of the Procurement Service Section in the City of South Tangerang".

The formulation of the problem in this study are:

- a. How is the organizational effectiveness of the Procurement Service Division in South Tangerang City?
- b. What factors support and hinder the organizational effectiveness of the Procurement Service Division in Kota Tangerang Selatan?

The objectives of this study are:

- a. To analyze the organizational effectiveness of the Procurement Service Section in South Tangerang City.
- b. To analyze what factors support and hinder the organizational effectiveness of the Procurement Service Division in South Tangerang City.

REVIEW OF LITERATURES

Muhammad Noorhani (2017). The concept of effectiveness is a very important concept in organizational theory, because of its ability to provide an overview of organizational success. In organizational theory itself it is stated that a goal or goal that something has been achieved with a plan is called effective. The more rational an organization is, the greater its efforts on activities that lead to goals. In addition, the greater the progress that is made, the more effective the organization will be.

Steers, R.M. (1985: 216), effectiveness is seen as a continuous process and not as an end state. Namely in mobilizing, directing, and maintaining goal-directed worker businesses. In research on organizational effectiveness, human resources and human behavior emerge as the primary focus, and efforts to increase effectiveness should always begin with examining these behaviors in the workplace.

Defrizal and Dadang Manshur (2013). Organizational effectiveness is the work ability of employees to be able to work optimally and bring benefits to the organization.

Diyah Ayu Pangestuti and Maesaroh (2017) state that organizational effectiveness is the understanding of goals and achievement of goals. Individuals are considered to have joined the organization with the intention of better achieving their personal goals (such as income, status, meaningful employment). Likewise organizations are seen as entities pursuing specific goals of the entire organization (eg, profit, growth, productivity). Indeed, in general it has been argued that effectiveness itself is best understood from the point of view of the extent to which the organization manages to acquire and utilize resources in its pursuit of operational and operational objectives.

Muhajir A. Kasim (2015) the success of organizational development will result in the success of the organization to be effective and efficient. The effectiveness perspective emphasizes the central role of achieving organizational goals, where in assessing whether the organization can survive, evaluation is relevant for a particular goal.

Farida Rahamawati and Nur Layly (2018) organizational effectiveness is a measure to see the success or failure of an organization in carrying out its functions or strategies by optimizing available resources so that organizational goals can be achieved optimally. All organizations must be able to determine how effectively they have used the resources at their disposal to achieve goals. Organizational effectiveness is a characteristic that occurs in organizations carried out by several coordinated work groups for the achievement of performance and targets related to predetermined quality, quantity and time.

Vicky Switly Toad et all (2018) The effectiveness of government organizations or bureaucracy will be reflected in the following aspects: the ability of the government organization to produce or produce a predetermined quantity and quality of results; the ability of government organizations to utilize organizational resources efficiently; the government's organizational ability to respond to or adapt to internal and external changes; the ability of government organizations to meet the needs of employees; and the ability of government organizations to enlarge or increase their capacity and potential to continue to develop in facing environmental demands.

Some previous studies researched organizational effectiveness conducted by Adi Nurfatah and Tri Yuningsih (2020), Utari Swadesi (2017), Muhammad Ali et all (2019),

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Muhammad Mujtaba Habibi and Sri Utami (2018), Ardiansyah (2017), Ansarullah et all (2019), Dipta Kharisma and Tri Yuniningsih (2017), Ai Sri Wahyuni et all (2019), Desiana Kartika Dewi et all (2018), in terms of theoretical studies in previous studies were taken based on indicators of organizational effectiveness in achieving goals, integration and criteria based on input, process and outcome criteria. Whereas the difference with previous research lies in the focus point of the research, namely how effective it is in terms of service to the public or the community, whereas in this study it is conducted to measure the effectiveness in terms of internal organizational effectiveness were to find out how much effectiveness an organization is in terms of carrying out its functions and inhibiting factors. and supporters that inhibit organization effectiveness at the Tangerang City Procurement Service Section so that the goals of the organization can be achieved. This research was conducted to measure the effectiveness of the organization in the Procurement Service Section of the City of South Tangerang, seen through internal organizational factors and their impact on service quality.

Referring to the explanation above to assess organizational effectiveness, namely how an organization manages to achieve proper goals where an organization is expected to be able to carry out activities or functions by optimally using existing tools and resources so that the stated goals can be achieved.

Steers (1985: 206) suggests five criteria in measuring effectiveness in measuring organizational effectiveness:

- a. Adaptability or flexibility
- b. Productivity
- c. Job satisfaction
- d. Profitable ability
- e. Search for resources

This research does not use the profitability criterion because the Procurement Service Section of the City of South Tangerang is a public organization that provides services and so on which are non-profit oriented. Likewise, the criteria for searching and exploiting human resources are also not used by the author, because the regulation of human resources is managed and determined directly by the South Tangerang City Education and Training Personnel Board.

Based on the above criteria, the effectiveness of the organization of the Procurement Section of South Tangerang City was measured from the first three criteria, namely adaptability, productivity, and job satisfaction.

The ability to adapt (adaptability)

The ability to adapt is the ability of an organization to follow, anticipate, and take advantage of changes that occur in an environment.

Said Abd. Rahman (2013). The ability to adapt is basically the ability of the organization to respond to changes that occur to changes that come from within or from outside the organization. The ability to adapt to an organization is needed so that the organization can survive in an ever-changing environment. Organization as an open system that is always influenced by the environment. Where the environment will be the input of the organization in achieving organizational goals.

Productivity

The ability of an organization to anticipate changes that occur in the external environment and carry out efficient management of its resources greatly determines its productivity level. The progress that has been achieved in increasing the productivity of the organization is carried out gradually, where each change is carried out by a process of planning, formulation, and evaluation.

For this reason, productivity, which is often interpreted as a measure of the extent to which existing resources are included and combined to achieve a certain result, can be used as a measure of organizational effectiveness. Because basically, organizational effectiveness is the success of the organization in achieving its goals

Job Satisfaction

Job satisfaction is the level of pleasure that a person feels for his / her role/job in the organization. This results from workers' perceptions of their jobs. So job satisfaction fully concerns the individual psychology in the organization, which is caused by the perceived state of the work environment, this psychological condition will be manifested in individual work attitudes which in turn will affect work performance.

Johanis A. Ngoranubun (2017) in his research states that the level of organizational effectiveness that is not optimal is indicated by a sub-optimal sense of job satisfaction from existing employees and staff. Job satisfaction as measured by the incentives received by employees is not satisfactory, so it automatically affects the level of effectiveness that can be achieved by the organization. Even this suboptimal job satisfaction is reflected in the length of time completing the work done by the employees of the City of Sorong Dispensa. This condition is actually a consequence of the dissatisfaction experienced by employees, so that the existing work enthusiasm is not optimal and results in delays in handling existing work.

The performance of an organization is influenced by various factors, both from within and from outside the organization itself. These influences will contribute to the level of achievement of organizational goals or what is called organizational effectiveness. The positive influence will increase organizational effectiveness and vice versa negative influence will cause organizational effectiveness to below and can even result in organizational failure. In this case, the organizational effectiveness in question is the level of success of the South Tangerang City Government Procurement Services Section in achieving the objectives of procurement electronically, especially related to value for money in the area of South Tangerang City

This research is to see the effectiveness of the Procurement Service Section in South Tangerang City in dealing with these problems using the criteria of Richard M. Steers (1985: 206), 1) Adaptability, 2) Productivity, and 3) Job satisfaction. Furthermore, an analysis is carried out to find the supporting factors and obstacles in realizing the effectiveness of the Procurement Service Section in South Tangerang City.

RESEARCH METHOD

In the research on the Organizational Effectiveness of the Procurement Service Division in South Tangerang City, the method used is a descriptive method with a qualitative

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approach. These methods and approaches were chosen to obtain an overview of the problems to be studied in-depth and as they are.

Qualitative research according to Kirk and Miller in Moleong (2001: 3) is a particular tradition in social science that fundamentally relies on human observation in its area and relating to these people in their language and their terms.

This research uses qualitative methods, in qualitative research the research instrument is the researcher himself. In this study, the data sources used include primary data and secondary data. Primary data is data obtained or collected by researchers directly from data sources either through face-to-face interviews between researchers and informants or through observations or observations that do not participate in the place that is the object of research. Meanwhile, secondary data sources were obtained from documentation studies related to the effectiveness of the Procurement Service Division of South Tangerang City.

The data collection methods used include:

1. Observation,

Based on the research objectives, the researcher tries to go directly to the field to identify the situation and condition of the research object, namely in particular regarding the effectiveness of the Procurement Service Section and the factors that affect effectiveness. The objects of observation that are observed are the office environment, apparatus, and infrastructure that support the implementation of work

2. Interview,

This study also used interviews conducted based on interview guide indicators so that they could conduct interviews with deeper questions (deep interview). In an interview, of course, a guideline is needed, the interview guide is used by researchers in finding data from informants and making it easier for researchers to dig up information. As many as 14 (Fourteen) informants consisting of 6 (six) State Civil Servants in the Procurement Service Section, 1 (one) State Civil Apparatus at the Building and Spatial Planning Service, and 7(seven) persons from tender/tender participants.

3. Documentation,

This study uses the determination or selection of informants using the purposive method both to employees of the Procurement Service Section of the City of South Tangerang and to the communities served. The purpose of this purposive is to take informants who are considered to have criteria that are by the topic of the problem. The informants are determined and determined not based on the number needed, but based on the function and role of information by the focus of the research problem (Moleong, 2017: 217).

The data analysis process begins by examining all available data from various sources, namely from interviews, observations that have been written in field notes, personal documents, official documents, pictures, photos, and so on (Lexy J. Moleong, 2017: 247). The data analysis techniques used in this study were data analysis techniques from Miles and Huberman, namely:

- a. Data collection, in this research data collection, is done by searching, recording, and collecting data through interviews, documentation, and observation.
- b. There is quite a lot of data reduction obtained from the field, therefore it is necessary to record it carefully and in detail. Reducing data means summarizing, choosing the main

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things, focusing on the important things, looking for themes and patterns. The data that has been reduced will provide a clearer picture, and make it easier for researchers to carry out further data collection, and search for it if necessary.

- c. Presentation of data after the data is reduced, then the next step is to display the data by presenting the data, then the data is organized, arranged in a relationship pattern so that it will be easier to understand. The presentation of data is done to make it easier for researchers to describe the data so that it will be easier to understand.
- d. Conclusion and verification, the next stage is drawing conclusions and verification. The initial conclusions put forward will be supported by data obtained in the answer field from the research results that will provide explanations and conclusions on the problems of this research.

RESULTS AND DISCUSSIONS

The Ability to Adjust

The ability to adapt is the ability of an organization to follow, anticipate, and take advantage of changes that occur in an environment. So that the organization can maintain its existence (exist) and can function (functionally) by its function. After that, the organization must be able to develop (develop) towards progress to be able to keep up with the changing times. This shows that the organization must be able to survive in an ever-changing environment. For this reason, organizational responsiveness in responding to any environmental changes that occur both from outside the organizational environment and from within the organization is needed.

The response or process of adjustment to new changes or challenges will in turn also create internal environmental dynamics, mainly resulting in a shift in organizational strategy and the way humans are managed. Organizational adjustments will occur continuously considering the external environment is always changing, even at a higher speed. However, the fear of making changes within the organization is caused by culture and the fear that these changes will harm the organization. So it is feared that these changes will affect organizational performance. This also cannot be separated from a centralized structure.

South Tangerang City Procurement Services Section is the executor of the task in charge of the government spending mechanism which plays an important role in the utilization of the state budget. If the South Tangerang City Procurement Service Section is not responsive to changes, this organization will not survive. Also, the goods and services purchased will not experience an increase in quality, so that it will affect the quality of public services in South Tangerang City.

Based on the results of research at the Procurement Service Section of the City of South Tangerang, that this organization has tried to carry out its functions and duties properly in line with the results of the interview that "the Procurement Service Section in carrying out its functions has been running according to SOTK which has been stipulated in South Tangerang Mayor Regulation Number 46 2017 concerning Position, Organizational Structure, Duties and Work Procedures of Regional Secretariats and as the implementation of Main Duties and Functions. When viewed in terms of the quality of electronic service management, guidance for the procurement of goods and services so that the procurement of goods and services in the City

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of South Tangerang is well organized. This is because the procurement kite division has carried out its function of compiling technical instructions and general procurement plans, controlling and evaluating policies in the procurement process, and administering the administration of goods and services procurement services. However, there are still some obstacles in carrying out the duties and functions of the procurement services section of the City of South Tangerang, among others. Many civil servants in the Procurement Services Section, especially the goods and services section, do not fully understand what is meant by the tasks and functions of procuring goods and services that are the responsibility for their work, namely the procurement of government goods and services, because the officials in the procurement of goods and services only procure goods and services without paying attention to the quality aspects of the procurement of government goods and services, this is a very bad picture for the future, because The job orientation of procurement officials will determine the existence of providers of good quality goods and services, and will also be felt by both the government and the general public.

From the observations of researchers, it can be seen from the level of delegation of authority in the organization of the Procurement Service Section of the City of South Tangerang that it is visible, this can be seen when the main tasks and authority of the Procurement Service Section have been completely divided among employees within the organization. The tasks and activities that must be carried out by the Procurement Service Section are tasks and activities that are only carried out by the South Tangerang City Procurement Service Section. When viewed organizational structure From the level of utilization of employees according to specialization, the existing organizational structure of the Procurement Service Section which is related to its main duties and functions, which demands human resources with technical and professional capabilities, then the existing HR competencies are adequate. Competent human resources will later affect the performance of the Procurement Service Section in providing services. This can be seen from various aspects including:

Keeping Up With Change

Based on the results of the research, the Procurement Service Section has performed its function properly. The Procurement Services Section is also able to keep up with changes to policies, work systems/tools, and finances. However, there are still obstacles in following the changes in SPSE. This is because the Procurement Services Section does not yet have the supporting facilities in the form of a laptop that is capable of operating the latest version of SPSE quickly. So that the service in the Procurement Service Section is still not optimal. This opinion is supported by the observation that it can be seen that the Procurement Services Department has been able to keep up with the changing times, especially related to changes in policy and finance. To keep up with changes in systems/work tools cannot be optimal because the laptops of the Procurement Services Section employees as a means of supporting SPSE are still not upgraded. So it hinders the speed of Procurement Service employees when there is a problem in SPSE.

As mentioned above, information technology support can speed up the service and inspection process. The development of a database in an online network allows the speed of access to information and reporting services in SPSE. So that when the Procurement Services Department has a laptop of good quality, the procurement of goods and services will be more

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optimal. The advantages of a computer-based system include the factors of accuracy, speed, and flexibility. It is further argued that the main function of information technology is to support strategic planning, decision making (Decision Support System), policymaking (Executive Information System), as well as supervision and control.

Anticipating Change.

To see the level of anticipation for facing change, the researcher made direct observations in the field. Inside the organization, the Procurement Service Section is known to have held meetings related to policy changes with the issuance of the 2018 Presidential Decree. Also, the Procurement Services Section held technical guidance socialization by inviting all Regional Apparatus in the South Tangerang City area. The socialization that was carried out emphasized the latest regulatory changes to Perpes Number 16 of 2018. The socialization discussed in detail the direct procurement procedure itself. This activity is intended to accelerate the absorption and accommodate the policy changes.

In terms of carrying out the mission and objectives of the organization in the face of change, based on field observations, the Procurement Services Section also includes various efforts both through coaching the parties involved in implementing goods/services and changing policies by trying to develop human resources or by disseminating information. using a circular. The Procurement Service Division also responds to the weaknesses of human resource shortages by sending employees to attend training and technical guidance.

Take advantage of the changing times

Based on the observations it is known that the Procurement Service Section can take advantage of the changing times, this can be seen from the emergence of creative ideas made by employees. For example, in terms of reducing the financial budget, employees take advantage of replacing physical goods with an online system so that it becomes more economical. Then when there is a policy change, the outcome of the meeting is determined that a new SOP will be formed to take advantage of the existing changes. To date, approximately 9 SOP categories and 20 SOPs have been formed

In facing changes that are vulnerable to resistance, public organizations must truly have the readiness to manage the changes so that resistance can be minimized. Public organizations as the most important component of public administration must be able to manage the changes they face by creating conditions or a climate that can encourage readiness to change (readiness to change).

According to the description above, it can be concluded that the ability of the Procurement Service Section to adapt to changes is quite good. This can be seen from the ability of the Procurement Service Section in following, anticipating, and taking advantage of changes in policies, work systems/tools, and finance. However, there are still problems faced by the Procurement Service Division, namely the lack of competing human resources and the incomplete preparation of the revision of Presidential Decree Number 16 of 2018.

Productivity

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Employee productivity is the ratio between the results achieved with the participation of the labor unit time (per-hour per person). The participation of labor is the efficient and effective use of resources. Labor is considered productive if he can produce more output than other workers in the same unit of time or if that person produces the same output using fewer resources.

The preparation and formulation process is the first thing to pay attention to because organizational goals can be achieved starting from proper planning. Based on the results of the interview, it was conveyed that in the planning process there were programs and activities carried out by the Procurement Services Department to support productivity

However, technical and substantive issues become obstacles in the preparation of planning. The workload will get heavier because you have to design activities and budgets down to the level of detail of budget items that appear in the Activity and Budget Plan (RKA). Kasubid and PPTK do not seem to be in charge of the tasks and functions they carry so that the outcome of the activities is not sure to be on target.

Based on the results of the 2019 performance evaluation, the South Tangerang City Procurement Service Section plans several programs/activities to improve the effectiveness of the performance of the South Tangerang City Procurement Service Section. Some of the plans that will be carried out in 2020 by the South Tangerang City Procurement Service Section are as follows:

No	Program	Activities
Regional Development Planning Program		
1	Human Resources Development and Development Activities / Goods and Services Procurement Organizations	Technical guidance on the preparation Tor of Reference and HPS SPSE Ver4.3 technical guidance for Commitment Making Officials, procurement officials, and election working groups Management technical guidance and preparation of goods/services procurement contracts Sosialisasi e-catalog dan e-purchasing terkait Perpres 16 Tahun 2018 Socialization of e-catalogs and e-purchasing related to Presidential Decree 16/2018 Facilitate assessment and health tests for the working group for the selection of goods/services procurement Facilitate management and measurement of UKPBJ maturity levels
2	Activities of Facilitation and Coordination of Handling Complaints, Rebuttals, and Legal Procurement of Goods and Services	Facilitating contract dispute resolution services and legal complaints through mediation Facilitating problems in the procurement of goods/services
3	Monev Facilitation and Coordination Activities and Goods and Services	Facilitating monitoring, evaluation, and reporting of goods and services procurement

No	Program	Activities
	Reporting	
4	Facilitation activities for the procurement of goods and services	Facilitating capacity building for goods and services procurement Facilitating the pre-tender preparation for the procurement of goods/services Facilitating tenders and evaluating the procurement of goods/services Post tender for the procurement of goods/services Facilitating assistance for the procurement of goods and services

Based on the results of observations and interviews, it was found that the performance indicators were still output-based and had not reached the outcome. Towards the main task outcome must have a map of the potential that describes the targets and targets that will measure its achievement. South Tangerang City Procurement Services Section, until now, does not have an accurate database because the management is still manual and the calculation has never been carried out based on conditions in the community.

The Procurement Service Unit is the initial form of the Procurement Service Section of the City of South Tangerang, which is an ad-hoc organizational unit (committee) and is implemented ex-officio (concurrently in position) which was formed on a legal basis. Before 2018 the implementation was carried out in one committee activity which functioned to carry out goods and service procurement activities without the indicators specified in detail limited to budget absorption with a realization of 95% of the available committee activity budget ceiling. After the issuance of Presidential Regulation Number 16 of 2018 concerning the Procurement of Goods and Services, there was a transition so that the formation of the Procurement Services Section and its performance became more measurable and adjusted to the performance indicators to be carried out.

The service performance achievements in 2019 are as follows:

- a. Increasing the level of the dignity of the procurement service department.
- b. The addition of the latest version 4 of the LKPP LPSE standard certification.
- c. The success rate of E-Tendering is getting higher.
- d. Fulfillment of additional permanent operating core human resources and/or with the status of functional positions.
- e. Coverage of efficiency levels of savings on the process of procuring goods and services through the procurement of goods and services.
- f. Overall, the total number of PBJ expert certificate holders in South Tangerang is still active.
- g. In determining the target of LAKIP and Renstra with its components by the Procurement Service Section, it is only based on the realization of coaching activities. The measurement of the productivity of the Procurement Service Section is shown in the achievement of 100% performance achievements, which are carried out by the Regional Secretariat based on data sources from the Procurement Service Section.

Job Satisfaction

Job satisfaction is an individual's behavior towards his job. Organizations whose employees are satisfied with getting satisfaction at work tend to be more effective than organizations whose employees get less job satisfaction (Robbins, 2001). From this definition, it can be interpreted that job satisfaction is a response that describes the feelings of the individual about his job. Job satisfaction is a combination of cognitive satisfaction and effective individuals in the company.

Job satisfaction greatly affects the performance of employees, because if employees are satisfied, the resulting performance will also be even better. Also, if employees feel that their work is fun and interesting, they will be more willing to put extra effort into working for the benefit of the entire organization, so that the effectiveness of an organization itself will manifest.

To increase the level of capability in the procurement of goods/services, the Procurement Service Section of the City of South Tangerang is trying to create a human resource development program through the development of apparatus and the community with activities that have been carried out including providing technical guidance to gain knowledge that can be used as a reference for providing services in the implementation of procurement of goods/ better service

If the organizational structure is seen from the level of employee utilization by the specialization, then the existing organizational structure of the Procurement Service Section which is related to its main duties and functions, which requires human resources who have technical and professional capabilities, then the competence of existing human resources seems inadequate. Lack of competent human resources will later affect the performance of the Procurement Service Section in providing services.

The Procurement Services Section is also responsive to the weaknesses of human resource shortages by sending employees to attend training and technical assistance. The delivery of bimtek is aimed at increasing the level of ability in the procurement of goods/services, the Procurement Services Section tries to create HR development programs through the development of apparatus and society with activities that have been carried out including providing technical guidance by sending the LPSE Technical Team and some members to the Banten Provincial Government, to gain knowledge about the e-procurement system.

Meanwhile, based on the results of observations in the field, the South Tangerang City Procurement Service Section has carried out activities to increase awareness of information about the implementation of goods/services, but not all parties related to the process of procuring goods/services in government agencies such as Pokja or PPK members are willing to spend time to attend tutoring activities These technical matters may be due to busyness or other reasons, even though this technical guidance activity is very good and important because it is related to goods/services procurement activities and is related to the development of an area. So it can be said that the motivation provided by the Procurement Service Section of South Tangerang City in the form of socialization and technical guidance training is not optimal because not all employees have not participated in these activities.

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Certain rewards or prizes are also required for employees who always complete their assignments on time properly, the rewards given do not always have to be in the form of material, but an appreciation for their performance by giving the title of employee of the month is also considered sufficient.

However, observations made in the South Tangerang City Procurement Service Section regarding prizes or rewards for employees have not been carried out. There is no reward or reward system from the organization for employees who are performing well or who excel. Whereas for punishment for employees who are deemed lacking in performance, they are only given a warning and no firm action has been taken from their superiors.

From the results of research that has been carried out for the level of job satisfaction at the Procurement Service Section in South Tangerang City, it has fulfilled several aspects including:

- a. The financial incentives given are by the position of each employee.
- b. The leadership has provided motivation and support to the task force and socialization and training have been carried out to improve the job skills of employees in the Procurement Service Section of South Tangerang City.
- c. To increase the level of ability in the procurement of goods/services, the Procurement Service Section of the City of South Tangerang is trying to create a human resource development program through the development of apparatus and the community with activities that have been carried out including providing technical guidance to gain knowledge that can be used as a reference for providing services in the implementation of procurement of goods / better service.
- d. Facilities and infrastructure in terms of supporting work are good enough.
- e. Based on this description, it can be seen that the level of job satisfaction of the Procurement Service Department employees is quite good, this can be seen from the aspects of incentives, motivation, recognition from superiors, and the comfort of the workplace. This will have a direct effect on the performance of the organization which will ultimately have an impact on the organizational effectiveness of the Procurement Service Division of the City of South Tangerang. But in terms of the quality of human resources, it needs to be improved again in understanding technical matters in terms of procurement of goods and services.

The factors that support and influence the effectiveness of the Procurement Service Division organization are caused as follows:

a. Supporting factors

In terms of supporting factors for the implementation of the Organizational Effectiveness of the Procurement Service Section of the City of South Tangerang, it is known based on the results of data collection and analysis, it is conveyed as follows:

1) Training and Coaching

To increase the level of capability of the employees of the Procurement Service Section of the City of South Tangerang, a human resource development program has been held through the development of apparatus and the community with activities that have been carried out including providing technical guidance to gain knowledge that can be used as a reference for providing services in the implementation of more good.

2) Job Satisfaction

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The level of satisfaction in the procurement service section of the city of South Tangerang is considered to be optimal, where in terms of meeting the needs for salaries and incentives, it is by the position and responsibilities as well as the conditions of the work environment, especially in the workplace facilities and infrastructure that are supported with a sufficient level of room security so that employees at South Tangerang City Procurement Services Section feels comfortable at work so that if employees feel comfortable at work, of course, the goals of the organization will be achieved which can improve performance so that organizational effectiveness is more effective

3) Communication

Smooth communication between staff in the Procurement Service Section and leaders in a work environment where leaders can motivate employees and listen to aspirations, have an opinion, understand and acknowledge the opinions or achievements of employees at the Procurement Service Section, of course, play an important role in providing employee satisfaction in the work environment and can increase productivity. If employees are satisfied, of course, they will try to be able to provide the best for the organization so that productivity can be increased and organizational effectiveness can be achieved

b. Obstacle factor

The factors inhibiting the implementation of the Organizational Effectiveness of the Procurement Service Section in South Tangerang City based on the results of data collection and analysis are as follows:

a) Lack of quality human resources

The quality of existing human resources in the Procurement Service Section of the City of South Tangerang is considered still lacking so it needs to be improved. . This is because the majority of employees do not master the technical substance of the job so that an overview of the technicalities of the job is given a direct understanding of the OPD concerned. Also, the cause of the lack of quality of human resources is due to the educational background of employees of the Procurement Service Section of South Tangerang City who are not by the existing duties. Lack of competent human resources will later affect the performance of the Procurement Service Section in providing services. Therefore, existing human resources (employees) should be developed to achieve the desired level of effectiveness and achieve organizational goals.

b) Low quality of supporting facilities

To support the work in the Procurement Service Section of South Tangerang City, adequate supporting facilities are needed. For now, supporting facilities such as laptops in the Procurement Service Section are still lacking in quality. This is because laptop support facilities are currently deemed inadequate to access some of the existing programs so that they feel less in terms of access speed. This will be enough to disturb employees for the convenience of employees to carry out their respective duties and will affect the performance of employees.

CONCLUSION

Based on research on the analysis of the effectiveness of the Procurement Service Section of the City of South Tangerang that has been carried out, the conclusions obtained are as follows:

1. The ability to adapt is optimal, the Procurement Service Section can adjust in following, taking advantage of, and anticipating changes in policies, systems / SPSE, and finances. However, in adapting to the system / SPSE changes from version 3 to version 4, it has not been supported by supporting facilities such as laptops with good quality.
2. Productivity of the Procurement Service Section can be seen from the planning and performance evaluation process which is good enough and optimal. The activities and programs carried out are based on planning documents which are made using an optimal process.
3. Job satisfaction is considered good enough according to the Procurement Service Officer but needs to be improved again about the quality of human resources so that they can understand technical matters related to procurement. Also, supporting facilities need to be improved to support employee performance.
4. Human resource development program through the development of apparatus and society with activities that have been carried out including providing technical guidance to gain knowledge that can be used as a reference for providing services in the implementation of better procurement of goods/services.
5. The low quality of facilities to support work in the Procurement Service Section of the City of South Tangerang is due to the inability of supporting facilities for laptops to access several existing programs, thus affecting the speed of access and affecting employee performance.
6. Thus it can be concluded that the analysis of the effectiveness of the Organization of the Procurement Service Section of the City of South Tangerang in carrying out its duties and functions can be said to have been effective.

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