

STAKEHOLDER PERCEPTIONS OF THE PROCUREMENT OF GOODS AND SERVICES AT THE NUSA TENGGARA RIVER REGION II OFFICE IN 2020

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Volume: 1

Number: 3

Page: 241 - 252

Article History:

Received: 2022-11-08

Revised: 2022-12-17

Accepted: 2023-01-16

Abstract:

This research is a descriptive research with a qualitative approach which was carried out at the Nusa Tenggara River Regional Office II with a total of 25 informants while the types of data in this study were primary data and secondary data which were collected through interview techniques, observation and document tracing. The results of the research based on the grid model from Bryson (2004) found that stakeholder perceptions of the procurement of goods and services at the 2020 Nusa Tenggara River Basin Hall II in terms of; (a) High Interest - Low Power (Subjects) have a bad perception of the procurement of goods and services at the 2020 Nusa Tenggara River Basin Center, while (b) the perception of High Interest - High Power (Players) is that there is a close relationship with project partners that has an impact on the quality and quality of work in the field (c) Low Interest - High Power (Context Setters) have the perception that some PPKs are indicated to be KKN, (d) Low Interest - Low Power (Crowd) have the perception that the project resulting from the procurement of goods and services has quality which is low and (e) Stakeholder perceptions of Aspects that Obstacle the Procurement of Goods and Services at the Nusa Tenggara River Region II Office in 2020 are; (a) the COVID-19 pandemic by making budget adjustments and refocusing, (b) the electronic system still has many weaknesses and (c) bureaucratic governance that needs to be improved.

Keywords: Perceptions, Stakeholders, Goods and Services

Cite this as: ASBANU, S.Y.A., ROSARI, P.D.E, DJAHA, A.S.A. (2022). " Stakeholder Perceptions of the Procurement of Goods and Services at the Nusa Tenggara River Region II Office in 2020," Journal of Governance, Taxation and Auditing. 1 (3), 241 - 252.



INTRODUCTION

Based on Pancasila and the 1945 Constitution. One way to uphold national sovereignty is to carry out development in various fields of life and cover the entire territory of the Unitary State of the Republic of Indonesia. National development aims to uphold national sovereignty by increasing the welfare of all Indonesian people. One essential and fundamental factor in supporting the success of national development is creating a good governance system.

One of the activities in governance to support national development is the procurement of goods and services. In order to support national economic growth, the procurement of goods and services, such as the provision of road infrastructure, bridges, airports, ports, dams, health facilities and telecommunications infrastructure, is carried out by the Government as a tool of the state. The amount of the budget provided by the Government for the procurement of goods and services following the allocation of the State Revenue and Expenditure Budget (APBN) is usually available in large quantities. It is intended to meet needs and increase the community's standard

of living or welfare. In the procurement of goods and services, it is usually very vulnerable to the practice of budget abuse. Therefore, strict supervision is needed in the use of the budget.

Prior to 2010, government procurement of goods and services was still carried out conventionally. In this conventional system, direct contact or interaction occurs between the service provider and the goods and services procurement committee. The facts show that this situation creates many irregularities in procuring goods and services. The Head of the Government Goods/Services Procurement Agency (LKPP) revealed in a national electronic media that corruption cases in government procurement of goods/services occupy the second position in the various types of cases handled by the Corruption Eradication Commission.

Deviations from the conventional method of procuring goods and services include disobedience to procurement procedures, intervention from the goods/services procurement committee, non-transparency in bid announcements, tender arrangements and interventions by certain parties, and procurement document requirements directed at certain service providers. Other jobs are carried out besides being on a committee to procure goods and services. Several deviations in the procurement of goods and services are generally administrative, and those closely related to the budget include corruption, collusion and budget mark-ups. The impact of these various irregularities is the emergence of various state losses. Several other weaknesses of the conventional goods and services procurement process are that this process takes a long time, many costs are incurred, the lack of information regarding procurement, and unhealthy competition. The impact of these various weaknesses is the low quality of procurement of goods and services. According to Mulyono (2020), the problems that arise in the conventional procurement of goods and services include; (a) lack of monitoring, (b) abuse of authority, (c) breach of contract, (d) collusion between public officials and partners, (e) manipulation and lack of transparency, and (f) weakness in human resources.

In terms of good governance, problems in the conventional procurement of goods and services can be overcome by electronic procurement of goods and services (e-procurement). This government assertiveness is outlined in a legal umbrella, namely Presidential Regulation 54 of 2010, concerning Electronic Procurement of Government Goods/Services. The most recent rule change regarding the electronic procurement of government goods/services is the issuance of Presidential Regulation Number 4 of 2015. With e-procurement, the possibility of direct contact between the private sector or goods and services providers and the committee that organizes the procurement process is minimal. Thus, procuring goods and services will be more transparent, save time and costs, and greatly facilitate financial accountability. In e-procurement, it is also possible to obtain quality goods and services, easily accountable physically and financially. Even the benefits are significant for the interests and welfare of the wider community.

According to Barrie (2017), in the Presidential Regulation regarding the procurement of goods and services, there is an effort to apply essential principles in the electronic procurement of government goods/services, namely those related to an emphasis on efficiency, effectiveness, transparency, openness, competition, fairness/ non-discrimination and accountability. Electronic procurement of goods and services has a noble purpose: to prevent corruption, collusion and nepotism from occurring and to promote fair business competition in the practice of government procurement of goods and services.

As a national program, e-procurement has begun to be socialized and implemented by various agencies throughout Indonesia. The Government has also required all government agencies to implement e-procurement in procuring goods and services since 2011, one of which is the Nusa Tenggara River Regional Office II (BWS NT II).

The Nusa Tenggara II River Basin Center (BWS NT II) is a technical implementing unit in water resource conservation, utilization of water resources and control of the destructive power of water in the Nusa Tenggara II region located in NTT Province. This unit is directly responsible to the Director General of Water Resources through the relevant director. The main task of BWS NT II is to manage water resources in the river area, including planning, construction, operation and maintenance.

This task is intended to conserve, utilize water resources and control the destructive power of water in rivers, lakes, reservoirs, dams, other water reservoirs, irrigation, groundwater, raw water, swamps, ponds and beaches. In carrying out its duties, BWS NT II uses or manages funds from the State Budget.

The source of funds from the managed APBN is quite large, so it is very prone to irregularities, especially in procuring goods and services. Some examples of projects with considerable funds currently managed by BWS NT II are the Temef Dam construction project in South Central Timor Regency and the Napunggete Dam in Sika Regency.

Prior to 2020, electronic procurement of goods and services (LPSE) at BWS NT II was carried out by the Procurement Service Unit (ULP). This Procurement Service Unit is under the authority of BWS NT II itself. The human resources who become committee members at the ULP are state civil servants appointed according to a decree from BWS NT II. However, in 2020, the Ministry of Public Works will form a separate hall located throughout Indonesia, including the NTT Province, namely the Construction Service Procurement Implementation Center (BP2JK). BP2JK for the East Nusa Tenggara region handles the procurement of construction goods and services electronically in the NTT region, including handling the procurement of construction goods and services at BWS NT II. The Balai have an equal position with BWS NT II and do not influence each other regarding task coordination authority.

As an independent center, BP2JK for the NTT region has a new management system for procuring goods, construction services, courses, and new human resource tools. The transfer of the function of procuring goods and services at BWS NT II from the Procurement Service Unit to BP2JK for the NTT region certainly has positive and negative impacts on BWS NT II. This significant change certainly impacts the effectiveness of the procurement of goods and services at BWS NT II. Those who have felt the change due to the transfer of the procurement function of goods and services at BWS NT II are the Work Unit, PPK and service providers or stakeholders.

The Satker and PPK, as the owners of the goods, must transfer the procurement of goods and services they have been doing electronically to other parties or new parties who may need time to get to know each other. Service providers also have to deal with new goods and services procurement committees who may need to learn from each other. Several things may change significantly in procurement administration, management and coordination, as well as social interactions between goods and service owners (Satker and PPK), the procurement committee at BP2JK and service providers.

Therefore, it would be exciting if a study is carried out regarding stakeholders' perceptions regarding the procurement of goods and services at BWS NT II after the transfer of the electronic goods and services procurement unit from ULP to BP2JK in the NTT region. Stakeholders expected to provide an assessment or perception regarding the transfer of procurement of goods and services at BWS NT II in 2020 are the private sector or stakeholders and owners of goods and services. Private parties include contractors and consultants who often participate in the process and even win the procurement of goods and services at BWS NT II before 2020. Parties who own goods and services include the Head of Balai, Heads of Work Units and Commitment Making Officers at BWS NT II.

The private sector and the owners of goods and services are the parties who feel the direct impact of the electronic transfer of goods and services procurement from ULP to BP2JK in the NTT region. Therefore, assessing the level of satisfaction with procuring goods and services at BWS NT II in 2020 from stakeholders is urgent and exciting. This is because stakeholder satisfaction is very influential in ensuring work effectiveness as owners of goods and services and private parties carrying out infrastructure work in the field.

This study will be beneficial in providing an overview of the level of satisfaction of goods/service owners and the private sector regarding the performance of the goods and services procurement committee at the newly formed BP2JK. The results of this research are expected to provide positive input for establishing new policies related to the future procurement of goods and services at BWS NT II in particular and the Ministry of Public Works in general. Based on the background of the problem and the goals to be achieved, this research is entitled "**Stakeholders' Perceptions of the Procurement of Goods and Services at the Nusa Tenggara River Region II Office in 2020**".

METHOD

This research is descriptive with a qualitative approach that will be carried out at the Nusa Tenggara River Regional Office II with 25 informants. At the same time, the types of data in this study are primary and secondary data collected through interview techniques, observation and document search. The data that has been collected is then analyzed using data analysis techniques from Miles, Huberman and Saldana (2014: 14), which state that data analysis techniques must go through 3 steps, namely; (a) data condensation (data condensation), (b) presenting data (data display), and (c) drawing conclusions or verification (conclusion drawing and verification).

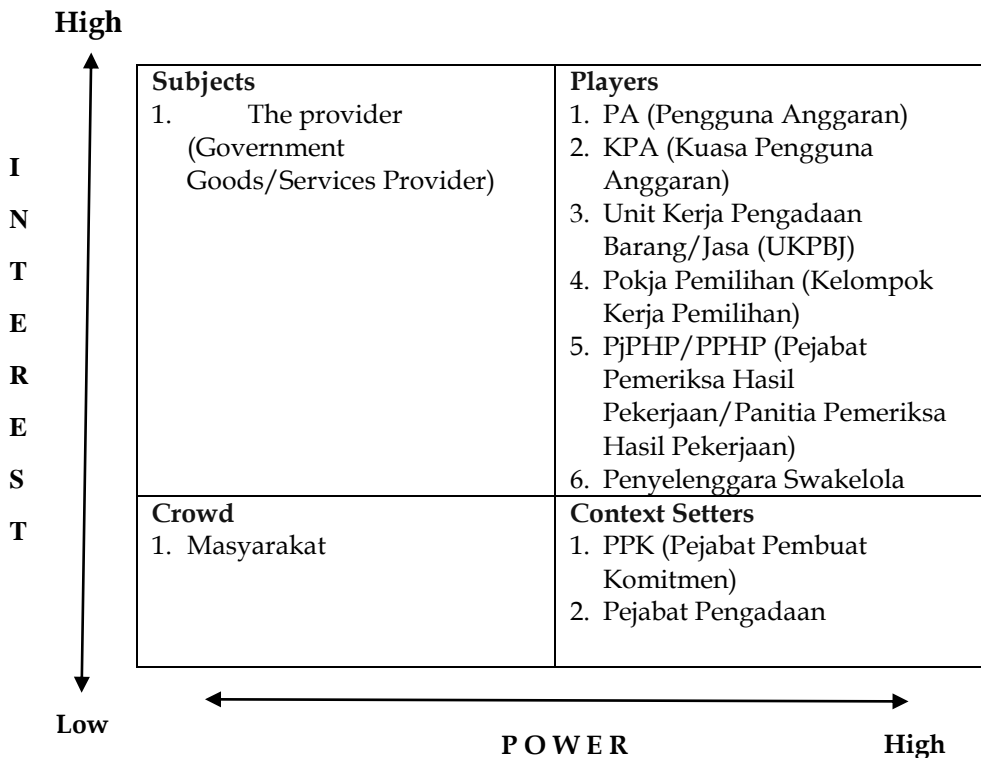
RESEARCH RESULTS AND DISCUSSION

Stakeholder Perceptions of the Procurement of Goods and Services at the Nusa Tenggara River Region II Office in 2020. Stakeholders in a process are actors (people or organizations) interested in the implemented policy. Stakeholders or interested parties can usually be grouped into the following categories: international/donor, national politics (legislators, heads of regions), government organizations (ministry, SKPD), non-governmental organizations (NGOs, foundations), private sector, civil society, and community (Schmeer, 2000).

Stakeholders are also defined as actors who have an interest in the policy being planned, who are affected by the policy, or who, because of their position, have active or passive influence in the implementation of the policy (Varvasovszky, 2000).

Each stakeholder has different interests and influences (Mitchell & Wood, 2017; Fletcher, 2003). The level of interest and influence can be analyzed using the grid model from (Bryson, 2004). Power and interest are the main focus of the grid model analysis technique. Power can come from the potential of stakeholders to influence policies or organizations that come from power based on their position or resources in the organization, or their influence may come from their credibility as leaders or experts. Meanwhile, interest is the interest of stakeholders in a policy.

In the grid model, the stakeholders involved are grouped into four quadrants (two-by-two matrix), namely Subjects, Players, Context Setters, and Crowd, as shown in Figure 1 below:



Source: (Bryson, 2004)

Figure 1. Stakeholder Mapping based on Power and Interest (Model Grid)

In analyzing stakeholder perceptions of the procurement of goods and services at the 2020 Nusa Tenggara River Basin Center, the author uses the grid model from Bryson (2004), where the stakeholders involved are grouped into four quadrants (two-by-two matrix), namely Subjects, Players, Context Setters and Crowd with research results and discussion as follows:

High Interest - Low Power (Subjects). Stakeholders who have high interests but do not have the authority/ability to implement. Low power can be caused by having no resources (human or financial), nothing/stated in their duties and functions, and low capacity of existing resources, namely providers of government goods and services at the Nusa Tenggara River Region II Center 2020.

Providers are one of the parties that have experienced a change in definition. In this Presidential Decree No.16/2018, Providers are Business Actors who provide goods/services based on a contract (Article 1, paragraph 28).

Based on the results of research conducted by the authors, it is known that providers are business actors who provide goods/services based on contracts (Article 1 paragraph 28) which in the grid model of Bryson (2004) can be placed as high interest-low power (subjects) stakeholders, namely stakeholders who have high interests but do not have the authority/ability to carry out the best.

The low power of goods and service providers at the Nusa Tenggara River Basin II Center is caused by not having the power to fight against stronger parties such as the findings on the perceptions of goods and service providers at the Nusa Tenggara River Basin II Office, which often experience inappropriate treatment, including starting from the non-transparency of information on PBJ packages that will be tendered through the APBN/APBN-P and APBD/APBD-P schemes, being mistreated and prevented from healthy competition in the provider selection process, the

difficulty in material approval, making progress, billing and managing BAST, unpaid work, being extorted by thugs on the streets, paying for proposals from mass organizations, being photographed by NGOs and the media and summoned by APH members, having to submit payments to unscrupulous Regional Heads, DPR, Officials and even the difficulty of obtaining permits is a particular problem. Most painful, providers are most often bullied regarding moral hazards and the inhabitants of hell.

Findings on wrong perceptions of providers of goods and services as high interest-low power (subjects) stakeholders, namely stakeholders who have high interests but do not have the authority/ability to carry out as well as possible according to Hardy (1996) are constrained by the existence of a dimension of power that comes from of resource ownership. People who own some types of resources are more likely to force others to behave according to their will. For example, information, expertise, political access, credibility, stature and prestige, access to higher echelon members, control of money, rewards and sanctions. Pfeffer and Salancik (1978:49) also use this concept of power to explain dependency. Power also derives from decision-making processes. Those who dominate such processes are entitled to coerce others by adopting or not implementing "political procedures and routines" (Hardy, 1996), such as transactions at the bottom of the table.

This becomes ironic when the perception of goods and service providers or high interest-low power (subjects) stakeholders states that there is much unfair treatment against them, while goods and service providers have an equal position with other PBJ actors, namely PA; KPA; PPK; Procurement officer; Selection Working Group; Procurement Agent; and Swakelola Organizers as referred to in paragraph 8 of Presidential Regulation No. 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services.

The role of providers of goods and services should be the most central, essential and strategic, considering that, without a doubt, the President and the DPR guarantee that Providers are given facilities through the Job Creation Law. With a large number spread across Indonesia, it should be politically worthy of attention.

By regulation, 109 words refer to "Providers" in Presidential Decree No.12/2021, which far exceeds the number of mentions of other PBJ actors. There are 8 derivative rules of Presidential Decree No.12/2021 which specifically regulate Providers far exceed the derivative rules governing Actors. Other PBJ, 4 laws regulate institutional providers of goods and services, namely Law no. 8/1997 concerning Company Documents, Law no. 19/2003 regarding BUMN; UU no. 40/2007 concerning Limited Liability Companies and Law no. 20/2008 concerning Micro, Small and Medium Enterprises.

Another thing is that the only PBJ actors who pay taxes to the State are VAT taxes, final PPh, and labor PPh so their contribution is honest and direct to development also all people or individuals have aspirations of becoming providers of goods and services, including PA, KPA Persons, PPK, POKJA, Supervisors, APIP/APIID, Officials, DPR, DPRD, APH, BPKP, BPK, APH, NGOs to the Success Team because being a provider you don't have to have a Business Entity alias you can borrow flags, broker fees or barter.

Increasing the results of the author's findings on the perceptions of goods and service providers or high interest-low power (subjects) stakeholders who state that there is much unfair treatment against them, Daake (2000) shows that stakeholders can influence the strategic planning process in two important ways. First, stakeholders who are more potent than providers of goods and services or high interest-low power (subjects) stakeholders can request or be invited to participate in the planning process to fulfill their interests. Second, even though some stakeholders may not be a direct part of the goods and services procurement process, they can become broker

fees or barter fees for the procurement of government goods and services at the 2020 Nusa Tenggara River Basin Hall II.

High Interest - High Power (Players). Stakeholders with high interests and influence have the resources to carry out activities from the planning and implementation to monitoring and evaluation stages.

These stakeholders are KPA, which in Presidential Decree No. 16/2018 consists of two types, namely KPA in the implementation of the APBN and KPA in the implementation of the APBD. KPA, in the implementation of the APBN, is an official who obtains power from the PA to carry out some of the authority and responsibility for using the budget at the relevant State Ministry/Institution (Article 1, paragraph 8). While the KPA, in the implementation of the APBD, is an official authorized to carry out some of the tasks and functions of the regional apparatus (Article 1, paragraph 9). The authority to delegate some of the budget execution tasks to the KPA is the PA so that the determination of who becomes the KPA is not limited by Presidential Decree No.16/2018.

Please note that in Presidential Decree No.16/2018, (PjPHP/PPHP) is regulated as an administrative official/active official/personnel tasked with checking the administration of the results of construction/other services PBJ work with a maximum value of Two hundred million and consulting services with a maximum value of One hundred million. Whereas PHP is a team tasked with examining the administration of the results of other Construction/Services, PBJ works with a minimum of Rp. Two hundred million and consulting services with a minimum value of Rp. 100 million, so the authors set PjPHP/PPHP as high interest - high power stakeholders (players) for procuring goods and services at the Nusa Tenggara River Region II Office in 2020.

Based on this explanation and the results of in-depth interviews and observations conducted by the author, it is known that since the 2020 Fiscal Year, there has been a transition to the procurement of goods and services (PBJ) from ULP Balai Sungai Nusa Tenggara II to BP2JK NTT Region and as Stakeholders who have a high interest - high power (players) in the implementation of PBJ in BWS NT II after the transition from ULP BWS NT II to BP2JK NTT Region, stakeholders, only have limited authority to carry out the administrative planning stages (RAB, Drawing Plans) prepared as work package owners, while the implementation and monitoring stages are carried out by the NTT Regional BP2JK including the preparation of the auction implementation schedule up to the announcement or determination of the winner.

Gonsalves et al (2005:74) describe stakeholders on who has an impact and/or who is affected by policies, programs so that based on this opinion, there is a shift in the procurement of goods and services (PBJ) from ULP Balai Wilayah Sungai Nusa Tenggara II to to BP2JK NTT Region had an impact on the results of the announcement of the auction winner which sometimes did not match the expectations of high interest - high power (players) stakeholders even during the course of the PBJ which was transferred from ULP BWS Nusa Tenggara II to BP2JK NTT Region did not accommodate the interests of high interest stakeholders at all - high power (players) to intervene in the PBJ implementation process from the start of planning to the stage of announcing the winning bidder while stakeholders are individuals and groups who can influence and are affected by the strategic results achieved by the organization and who have strong claims to the performance of the organization (Hitt, Ireland and Hosk issen, 1997:22, Triton, 2008:126).

The perception of stakeholders of high interest - high power (players) towards their unfulfilled interests or programs directed at specific audiences (Jefkins, 2003, p. 80) has a direct impact on bids that are too low in the procurement of goods and services at the Balai Basin II in 2003. 2020 with the finding that the partners, in this case, the implementing contractors and

supervisory consultants, made very low bids but were won by the bidding committee, resulting in decreased and ineffective quality of work in the field.

Low Interest - High Power (Context Setters). Stakeholders with significant influence but little interest are PPK (Commitment Making Officer) at the Nusa Tenggara River Region II Year 2020. It should be noted that PPK is an official authorized by PA/KPA to make decisions and take actions that may result in the disbursement of the state budget/regional budget (Article 1 paragraph 10) in the procurement of goods and services at the 2020 Nusa Tenggara River Region Hall II.

Based on the results of interviews and observations conducted by the author, it is known that the perception of Low Interest - High Power (Context Setters) stakeholders, namely PPK at the Nusa Tenggara II River Basin Office, regarding the procurement of goods and services at the Nusa Tenggara II River Basin Office in 2020 is good and has been following the regulations in force.

It should be noted that the PPK is an important figure in the procurement of goods and services because the PPK is responsible for implementing the procurement of goods/services. So that PPK is administratively, technically and financially responsible for the procurement of goods and services so that they become stakeholders who have significant influence but should have little interest or Low Interest - High Power (Context Setters) because the interests that are accommodated are the interests of the organization or the public interest.

However, the results of these interviews differ from the author's findings based on the results of in-depth observations and the perceptions of project partners. In the procurement of goods and services at the Nusa Tenggara River Region II 2020 Office, the PPK did not always carry out well and was following the applicable regulations where several PPK indicated doing KKN.

This is interesting because PPK, a stakeholder with significant influence and little interest, should not be influenced by personal or group interests or those closest to them. After all, as a government official who drafts contracts, signs contracts then manages contracts with goods or service providers, after the contract is completed, the PPK processes contract payments and transfers as state/regional property assets (Mujhisantosa, 2014: 2). Therefore, in the framework of carrying out the heavy task as the executor of the authority of government power holders in order to achieve the performance objectives of using the budget, namely economical and efficient use of the budget and fulfilling its targets effectively, PPK is required to be able to achieve organizational output effectively, efficiently and accountably.

PPK did not work at the end of the procurement, but PPK had started working from the procurement planning to the end of the procurement implementation. This is because PPK is the person who knows best about the goods/services to be procured. Therefore, if an error occurs in the goods/services procurement process due to planning errors, the PPK is also responsible for this. In the old era, people considered the PPK position a "wet position" because it "prospered" the people in the office. So many structural officials are competing to become PPK.

However, in this reform era, the position of PPK has become a scourge for bureaucrats. The reason is that PPK is vulnerable to legal problems related to the implementation of contracts or other problems related to government procurement of goods/services. It will be prevalent to find cases of criminal acts of corruption related to procuring goods/services, dragging PPK and providers of goods/services.

Low Interest - Low Power (Crowd). Stakeholders with low interest and influence are those who experience the 2020 Nusa Tenggara River Basin Hall II projects.

Based on the results of the research and observations made by the author, it is known that the Low Interest - Low Power (Crowd) stakeholders, in this case are the people who experience the 2020 Nusa Tenggara River Region II Agency projects, state that the Project resulting from the

procurement of goods and services carried out by the Nusa Tenggara II River Basin Center in 2020 has low quality and this is in line with the author's findings on the high interest - high power (players) stakeholder dimension which is due to the transition in the procurement of goods and services (PBJ) from ULP Nusa Tenggara River Basin II Office to the BP2JK NTT Region has an impact on the results of the announcement of the auction winner which is sometimes not in line with the expectations of high interest - high power (players) stakeholders and even Low Interest - Low Power (Crowd) stakeholders, in this case the people who experience the Regional Office projects Nusa Tenggara River II in 2020 because during the course of the PBJ d the transfer from ULP BWS Nusa Tenggara II to BP2JK NTT Region did not accommodate the interests of high interest - high power (players) stakeholders to interfere in the process of implementing PBJ from the start of planning to the stage of announcing the winner of the tender so that the quality of goods and services procurement projects has quality The low one.

Stakeholder Perceptions of Aspects that Obstacle the Procurement of Goods and Services at the Nusa Tenggara River Region II Office in 2020. Based on the results of the previous research and discussion, the authors found several stakeholders' perceptions of aspects that are obstacles to the procurement of goods and services at the Nusa Tenggara River Regional Office II in 2020, namely as follows:

The COVID-19 pandemic. The COVID-19 pandemic is an epidemic that has affected many people and spread to various countries in the world caused by the coronavirus first appeared at the end of 2019. The COVID-19 pandemic is a big test that Indonesia must go through. In the context of infrastructure, most of the procurement of goods and services up to physical construction (construction activities) has been delayed due to the very high virus transmission rate.

The handling of the Covid-19 pandemic has impacted the implementation of various projects in some government agencies, including the Nusa Tenggara River Region II Office. Stakeholder perceptions of the procurement of goods and services in the Nusa Tenggara II River Region in 2020 are a further result of the impact of the Covid-19 pandemic. The Nusa Tenggara River Region II Agency has refocused the budget and made adjustments because around 49 percent of the 2021 budget was cut for handling Covid-19.

As a result of the 49 percent budget cut, which, if converted to around IDR 890 billion, several activities (project work) had to be postponed, some were shifted, and some were canceled. Most of the deductions occur in the official travel budget. Data obtained by the author in 2020 total project packages at the Nusa Tenggara II River Basin Office in 2020 were 98 packages, and all of them were delayed until 2022.

The COVID-19 pandemic has caused a series of goods and services procurement activities, especially requests for proposals, to be carried out online at the Nusa Tenggara River Regional Office II in 2020. This implementation has created several obstacles. Regarding the *aanwijzing* process, the registration process takes longer because filling in participant attendance is done manually by calling each participant. To streamline time, you can fill in participant attendance using the Google form or manual attendance, but only one representative from each business entity is sufficient. Then from the Procurement Committee's point of view, firmness and understanding of the substance needed by the Procurement Committee to answer each question posed by the participants to maintain the effectiveness of the *aanwijzing* time, bearing in mind that there are generally more questions submitted in online activities.

In addition to the obstacles above, limited communication and coordination between the committee and all parties involved in the procurement of goods and services at the Nusa Tenggara River Region II Office became one of the main obstacles in implementing the Project during the

COVID-19 pandemic. Restrictions on activities caused these limitations during the implementation of large-scale social restrictions (PSBB) and the implementation of restrictions on community activities (PPKM) as one of the Indonesian Government's efforts to suppress the transmission and spread of the coronavirus. It takes quite a long time to adjust to the previous conditions with the new normal, which must all be carried out online. All the obstacles that arise caused a shift in the project implementation schedule.

Electronic. The electronic procurement process provides more significant opportunities for the public to access the progress of a project so that transparency is guaranteed. By relying on applications, the procurement of electronic goods/services can shorten the bureaucratic process in terms of public services, which can benefit the goods/services providers. The electronic goods/services procurement system also minimizes the use of physical documents so that competition can run pretty because documents cannot be lost, stacked or carried by others. This benefits the goods/services provider.

The direct impact of the electronic auction process is that it is easier to access to see the announcement of the auction winner and the terms of the auction for the procurement of goods and services, making it easier for stakeholders to monitor electronically. An error in the system and a sudden change addendum hampered stakeholders in the procurement of goods and services at the Nusa Tenggara River Basin II Office in 2020.

Another weakness is that there are application errors, so the system cannot function effectively, and the process can be hampered if the page experiences technical problems. Another weakness lies in the internet network quality for each provider of goods/services. Of course, it will cause difficulties for providers of goods/services at the 2020 Nusa Tenggara River Regional Office who want to participate but are in a location where the internet network quality could be better. In addition, another drawback is the presence of fictitious goods/services providers. By reducing face-to-face meetings with the goods/services procurement committee, the Government minimizes the possibility of bribery. However, the procurement of electronic goods/services makes it possible for fraudulent parties to win this process by entering a dummy company besides the main company.

A further weakness is a deviation that can occur from the actors' intentions, such as bribery and extortion in the process, cost overruns, depreciation, bribes, embezzlement, as well as fictitious projects and conspiracies.

Bureaucracy. Since the 2020 Fiscal Year, there has been a transition to the procurement of goods and services (PBJ) from the ULP Balai Region Sungai Nusa Tenggara II to the BP2JK for the NTT Region. After the transition from ULP BWS NT II to BP2JK for the NTT Region, the stakeholders only have limited authority to carry out the stages of organizational planning (RAB, Drawing Plans) prepared as the work package owner. In contrast, the implementation and monitoring stages are carried out by the NTT Regional BP2JK, including preparing the auction implementation schedule up to the announcement or determination of the winner.

Since the transition occurred, stakeholders, especially the Heads of Work Units, have stated that their interests have never been accommodated, significantly interfering with the PBJ implementation process from the start of planning to the stage of announcing the determination of the tender winner so that it has a direct impact on the construction work package. This is sometimes won by partners or contractors who offer at low prices resulting in the quality or quality of work in the field that could be more optimal.

Another problem of the bureaucracy, according to the perceptions of stakeholders, is the limited human resources of the committee staff in the NTT Region BP2JK, which is very limited so that each POKJA that handles work packages to be auctioned experiences a shortage of manpower

or work overload and reduces the productivity of committee members. There needs to be an effective system of coordinating elements.

CONCLUSION

In analyzing stakeholder perceptions of the procurement of goods and services at the 2020 Nusa Tenggara River Basin Center, the author uses the grid model from Bryson (2004), where the stakeholders involved are grouped into four quadrants (two-by-two matrix), namely Subjects, Players, Context Setters and Crowd with the following conclusions:

1. High Interest - Low Power (Subjects) need a better perception of the procurement of goods and services at the 2020 Nusa Tenggara River Basin Office because there is much unfair treatment towards them.
2. The perception of High Interest - High Power (Players) is that the partners, in this case, the implementing contractors and supervisory consultants, made very low bids but were won by the auction committee, resulting in decreased and ineffective quality of work in the field.
3. Low Interest - High Power (Context Setters) perceive that the procurement of goods and services at the Nusa Tenggara II River Region II Year 2020 does not always carry out PPK properly and is following the applicable regulations where several PPKs are indicated to be conducting KKN.
4. Low Interest - Low Power (Crowd) has the perception that projects resulting from the procurement of goods and services carried out by the Nusa Tenggara River Region II Year 2020 are of low quality.
5. Stakeholder Perceptions of Aspects that Obstacle the Procurement of Goods and Services at the Nusa Tenggara River Region II Office in 2020 are; (a) the COVID-19 pandemic by making budget adjustments and refocusing, (b) the electronic system still has many weaknesses and (c) bureaucratic governance that needs to be improved.

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