

Effectiveness Of Government Procurement Of Goods/Services In The Islands Region With The SBSN Scheme (Study At The Regional Office Of The Ministry Of Religion, Maluku Province)

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Abstract:

This research aims to analyze the effectiveness of government procurement of goods/services in island areas using the State Sharia Securities (SBSN) scheme, especially at the Regional Office of the Ministry of Religion, Maluku Province. The focus of the research is directed at the influence of organizational work culture which is characterized by the behavior of "waiting for directions" by procurement employees on the effectiveness of procurement of goods/services.

The research results show that "wait for direction" behavior, which is rooted in a hierarchical and less empowering organizational culture, significantly influences the procurement process. This behavior creates delays in decision making, reduces the efficient use of time and resources, and reduces the quality of procurement results that should be responsive to local needs. In addition, the geographical challenges of the archipelagic region and limited human resource capacity also strengthen this pattern of behavior, exacerbating the ineffectiveness of the implementation of procurement of goods/services.

This research recommends several strategic steps to increase procurement effectiveness, including work culture reform that encourages initiative, delegation of authority in decision making, strengthening human resource capacity, and implementing digitalization of the procurement process to speed up and increase transparency. The implementation of these steps is expected to be able to overcome obstacles caused by "waiting for directions" behavior and improve the management of SBSN funds to make them more effective and accountable in supporting the development of the archipelagic region.

Keywords: *Effectiveness, procurement of goods/services, waiting behavior for directions*

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I. Introduction

Government Procurement of Goods/Services, hereinafter referred to as Procurement of Goods/Services, is the activity of Procurement of Goods/Services by Ministries/Institutions/Regional Apparatus funded by the APBN/APBD, the process starts from the identification of needs, up to the handover of the results of the work. Procurement of goods and services aims to (i) produce the right goods/services for every money spent, measured from the aspects of quality, quantity, time, cost, location and provider; (ii) increasing the use of domestic products; (iii) increasing the participation of Micro Enterprises, Small Enterprises and Cooperatives; (iv) increasing the role of national business actors; (v) support the implementation of research and utilization of goods/services resulting from research; (vi) increasing creative industry participation; (vii) realizing economic equality and providing expanded business opportunities; and (viii) improving Sustainable Procurement. (Presidential Regulation Number 12 of 2021).

Therefore, every year the central government always disburses a budget in the form of APBN, both pure Rupiah and alternative financing sourced from State Sharia Securities (SBSN). As one of the financial instruments that can support APBN funds, the issuance of State Sukuk or better known as State Sharia Securities (SBSN) is a form of the state's seriousness, then on May 7 2008 Law no. 19 of 2008 concerning State Sharia Securities as a legal umbrella for the issuance of SBSN. Based on the latest regulations, namely PP Number 16 of 2023, the Government can issue SBSN to finance projects, namely activities that are part of programs implemented by ministries/institutions and/or recipients of SBSN succession, whose financing comes from the issuance of SBSN in the APBN. This is done to support the acceleration of national development, especially in providing infrastructure using project financing through the issuance of SBSN. The Ministry of Religion, as one of the ministries that receives a budget through the SBSN scheme, annually procures goods/services to meet the needs and services of the community. This SBSN at the Ministry of Religion is to finance infrastructure projects

including the construction of new madrasah classrooms, integrated Hajj and Umrah service centers, marriage halls and Hajj rituals as well as infrastructure projects for Hajj dormitories.

The Regional Office of the Ministry of Religion of Maluku Province as one of the agencies carrying out the procurement of goods/services using the SBSN scheme for 2023 has employment data as follows:

Table 1

Data on Procurement of Goods/Services for the SBSN scheme
Provincial Ministry of Religion Regional Office. Maluku
Fiscal Year 2024

NO	NAMA PEKERJAAN	LOKASI PEKERJAAN	NILAI KONTRAK	TANGGAL KONTRAK	MASA KONTRAK SEHARUSNYA		ADENDUM TAMBAH WAKTU		AKHIR KONTRAK
					HARI	BULAN	HARI	BULAN	
1	Pembangunan Gedung Balai Nikah Dan Manasik Haji KUA, Kec. Tanjwel	Tanjwel Kec. SBB	1,109,279,000	17/04/2023.	90	3	30	1	14/08/2023.
2	Pembangunan Gedung Balai Nikah Dan Manasik Haji KUA, Kec. Tutuk Tolu	Tutuk Tolu Kab. SBT	1,071,997,000	10/04/2023.	90	3	30	1	07/08/2023.
3	Pembangunan Gedung Balai Nikah Dan Manasik Haji KUA, Kec. Dulah Selatan	Kec. Dulah Selatan Kota Tual	1,444,500,000	10/04/2023.	90	3	30	1	07/08/2023.
4	Pembangunan Gedung Pusat Layanan Haji dan Umrah Terpadu Kab. Buru Selatan	Kab. Buru Selatan	3,230,000,000	10/04/2023.	150	5	30	1	10/10/2023.
5	Pembangunan Ruang Kelas Baru (RKB) MIN 1 Kota Tual	Kec. Dulah Selatan Kota Tual	3,603,264,000	29/05/2023.	151	5	30	1	25/11/2023.
6	Pembangunan Gedung Ruang Kelas Baru (RKB) MTsN 1 Maluku Tenggara	Kec. Kei Kecil Kab. Malra	3,860,374,000	10/04/2023.	150	5	30	1	06/10/2023.

Sumber : PIC Konwil Kementerian Agama Prov. Maluku

From the table above, it can be said that the procurement process for goods/services carried out by the Regional Office of the Ministry of Religion of Maluku Province is spread across several district/city locations in Maluku province, where the implementation of the procurement only started in the second quarter of the year, namely April and May with the time Implementation takes between 3 and 5 months. Meanwhile, the expiry date for the implementation of the contract is between August and November. From the data above, it can also be seen that in the work process there was an addendum to increase the implementation time, which resulted in time constraints and the use of the building in question is delayed. This is because the behavior of procurement implementers and financial implementers can ultimately have an impact on the effectiveness of procurement of goods/services carried out by the Regional Office of the Ministry of Religion, Maluku Province.

II. Obedience Theory

Understanding Compliance. The term compliance in the sense of "obedience" which in English is called "obedience" comes from the Latin word "to obey" which mean *to hear against*. Compliance or *obedience* is one form of *compliance* which occurs when individuals follow direct orders generally given by someone in a position of power or authority.

Obedience is a basic element in the structure of social life. Compliance occurs in specific relationships or relationships. In general, *compliance can be interpreted* as behavior according to rules and discipline. *Big Indonesian Dictionary*, interprets obedience as being obedient, obedient. In *Century Dictionary*, obedience is defined as the action or habit of obeying, complying with orders, prohibitions, or knowing specified laws and regulations; submission to authority. Meanwhile J.P. Chaplin, in *Complete Dictionary of Psychology*, states that what is meant by obedience is fulfillment, giving in to submission willingly; willing to give up, give in; making a desire for conformity in accordance with the expectations or wishes of others.

One of the studies on compliance theory (*obedience theory*) proposed by Stanley Milgram. In his article entitled "*Behavioral Study of Obedience*", which is loaded in *Journal of Abnormal and Social Psychology, 1963*, Stanley Milgram mentions that:

· Individuals generally tend to follow orders from figures who have authority. This obedience results in individuals being able to do unethical things according to the authority of their superiors. · Obedience to authority has existed

in humans since humans were born. · Individuals tend to obey orders because they know that it is necessary/right, but there are also individuals who carry out orders because of coercion or because of a belief that the source of authority is not the individual who is responsible for the obedience behavior.

Compliance Aspects. Compliance in attitudes and behavior has several aspects. Carol Carole, in "*Psychology*", quoting from the opinion *Federich*, states that obedience to authority occurs only if orders are legitimized in the context of group norms and values. In compliance there are three aspects of behavior, namely:

· Conformity (*conformity*). Conformity is a type of social influence where individuals change their attitudes and behavior to conform to existing social norms.

· Acceptance (*compliance*). Acceptance is the tendency of people to be influenced by persuasive communication from people who are knowledgeable or people they like. And it is also an action that is carried out happily because it believes in social pressure or norms in a group or society.

· Obedience (*obedience*). Obedience is a form of behavior that completely surrenders oneself to those in authority, not based on increased anger or aggression, but rather on the form of their relationship with those in authority.

Meanwhile Hartono, in "*Student Compliance and Independence*", which is loaded in *Ibda'*, Volume : 4, Number : 1, quoting from the opinion *Darley and Blass*, states that the aspects of compliance are: · Trust (*belief*), the meaning is that if someone understands and then believes in the norms that govern their life, there will be a tendency to obey these norms.

· Receive (*accept*), the meaning is accepting norms or values. A person is said to be obedient if the person concerned accepts the presence of the norms or values of a regulation, whether written or unwritten.

· Do (*act*) something at the request or order of another person, meaning the application of these norms or values in life. A person is said to be obedient if the norms or values of a regulation are manifested in actions, if he implements these norms or values then it can be said that he is obedient.

"*Belief*" And "*accept*" is an aspect of compliance related to attitude, whereas "*act*" is an aspect of obedience that is related to aspects of a person's obedient behavior.

Compliance Form. Compliance behavior can be divided into several types, namely as follows: · *authoritarian*, is a form of obedience without reserve, which is just going along. · *conformable*, can be divided into three things, namely: 1. *directed conformist*, is a form obedience in the form of adjusting oneself to society or other people. 2. *conformist hedonist*, is a form of obedience that is oriented towards the "benefits" for oneself. 3. *integral conformist*, is a form of obedience that adapts itself to the interests of society based on awareness and rational consideration.

· *compulsive deviant*, is a form of inconsistent (wishy-washy) compliance. · *psychopathic hedonic*, is a form of obedience to wealth without taking into account the interests of other people.

· *supra moralist*, is a form of obedience due to the highest belief in moral values.

Factors Affecting Compliance. There are several factors that can affect compliance. *Stanley Milgram* in his research stated that there are three factors that can influence compliance, namely: 1. *Supervision*. One factor that clearly influences a person's compliance is the constant presence of or supervision of a researcher. If the researcher leaves the room and gives instructions, for example by telephone, compliance will decrease.

2. *Power and ideology*. An important factor that can cause voluntary compliance is a person's acceptance of an ideology that legitimizes the power of the powerful and justifies his instructions. 3. *The influence of the situation*. The situation or conditions around a person can also influence compliance. Meanwhile S.E. Taylor, in "*Social Psychology*", explains that a person's compliance or obedience to authority or social norms can be formed by the presence of six factors as follows: 1. Information.

Information is a major factor in social influence. People are sometimes willing to do something they don't want to do only after they are given some information; people often influence others by giving them information or logical arguments about what action they should take.

2. Rewards.

One of the bases of power is the ability to provide positive outcomes for others, helping others obtain desired goals or offering beneficial rewards. Some rewards are very personal, like a smile of approval from a friend. Other rewards such as money are impersonal.

3. Expertise.

Specialized knowledge, training, and skills can also be sources of power. One defers to an expert and follows his advice because they believe that the authority's knowledge will help us achieve our goals.

4. Referral power.

The basis of influence with relevance to personal or group relationships is referent power. This power exists when someone identifies with or wants to establish a relationship with another group or person. Someone may be willing to imitate their behavior or do what they ask because they want to be the same as them or have a

good relationship with them.

5. Legitimate authority.

One factor that influences compliance is that a person has legitimate authority in that situation, in accordance with applicable social norms.

6. Coercion.

Compliance can also be influenced by coercion, namely physical coercion to threats of punishment or signs of disapproval.

Effectiveness

Basically, effectiveness is a measurement of the level of success of an organization, activity or program in achieving the set goals. Apart from that, effectiveness is a measurement of goal achievement which can be measured by comparing the goals that have been determined with the results achieved, so that it can be seen that the results of the work can be said to be effective. This explanation is as explained by Supriono in Satries (2011, p. 32), that effectiveness is the relationship between the output and the target that must be achieved, namely the greater the contribution of the output produced to the value of achieving the target, the more effective the unit can be said to be. .

Budiani (2007) states that measuring the effectiveness of a program can be done using the following variables:

- a. Target determination is the extent to which customers of the program match the targets that have been determined previously.
- b. Program socialization is the ability of program organizers to carry out program socialization so that information regarding program implementation can be conveyed to the community in general and program targets in particular.
- c. The program objective is the extent to which the results of program implementation match the program objectives that have been previously determined.
- d. Program monitoring is an activity carried out after providing the results of the program as a form of attention to customers.

In implementing government procurement of goods/services with a budget sourced from State Sharia Securities (SBSN), its effectiveness can be seen from the accuracy of targets, time, costs and satisfaction with the implementation of procurement of goods/services so that the program objectives can be achieved.

Procurement of Government Goods/Services

The literal definition of procurement of goods and services according to the Big Indonesian Dictionary (KBBI), which means an offer to submit a price and buy up work for the provision of goods and services. This is where the understanding grows that there are two interested parties. The first party is a government agency, BUMN, or private company that makes a bid for the procurement of goods and services. The second party is a personal or contractor company that offers itself to fulfill the request for the procurement of goods and services.

Referring to the latest provisions, namely Presidential Regulation Number 16 of 2018, Government Procurement of Goods/Services is an activity of Procurement of Goods/Services by Ministries/ Institutions/ Regional Apparatus which is financed, by the APBN/APBD, the process starts from the identification of needs, until the handover of the work results. .

While referring to the opinions of experts, according to Sutedi (2012), which includes an explanation of the entire process from the beginning of planning, preparation, licensing, determining the auction winner to the implementation stage and administrative processes in procuring goods, works or services such as technical consulting services, financial consulting services, legal consulting services or other services. other. mAccording to Weele (2010) as quoted by Putri, et al (2018), procurement is the acquisition of goods or services. Meanwhile, according to Christopher & Schooner (2007), Procurement or *procurement* is an activity to obtain goods or services transparently, effectively and efficiently according to the needs and desires of its users.

From these several definitions, it can be concluded that the procurement of goods and services or *procurement* is an activity to obtain necessary goods and services, seen from needs and use, as well as looking at quality, quantity, time and affordable prices.

Parties Involved in Procurement of Goods/Services

Based on Presidential Decree no. 16 of 2018 there are parties involved in the procurement of goods and services, namely:

· Budget User (BU)

Budget users (PA) are officials holding budget authority for Ministries/Institutions/Regional Work Units.

· Estimated User Power (KPA)

Officials determined by the PA to apply the APBN or determined by the Regional Head to use the APBD. KPA at the Ministry/Institution/Meanwhile other centers are officials determined by the PA.

Meanwhile, the KPA in the Regional Government is an official determined by the Regional Head or a proposal from the PA. The KPA for funds and assistance tasks is determined by the PA at other central K/L/I or proposed by the Regional Head. KPA has authority according to delegation by PA.

· Commitment Making Office (PPK)

PPK is an official responsible for the procurement of goods/services. On this basis, the PPK is tasked and has the authority to form technical specifications for goods/services to be programmed, determine HPS (Self Estimated Price) as the upper limit of the allowable contract price, sign procurement agreements/contracts with goods/service providers, supervise contract work, and make decisions if disputes/problems arise in contract work.

· Goods/Services Procurement Work Unit

The Goods/Services Procurement Work Unit (UKPBJ) is a government organizational work unit in the Ministry/Institution/Regional Government which is the center of excellence for Goods/Services Procurement. The UKPBJ leadership established a human resources Selection Working Group, hereinafter referred to as the Selection Working Group, to manage the selection of providers. UKPBJ has a structural form and is determined in accordance with statutory provisions.

· Procurement Officer

Procurement Officer is an administrative official/functional official/personnel whose job is to carry out Direct Procurement, Direct Appointment, and/or E-purchasing.

· Provider of goods and services

Goods and services providers are business entities or individuals who provide goods/construction work/consulting services/other services.

State Sharia Securities (SBSN)

Law Number 19 of 2008, concerning SBSN states that SBSN or what can be called state sukuk are: State securities issued based on sharia principles, as proof of participation in SBSN assets, both in rupiah and foreign currency. Meanwhile, in the Fatwa of the Indonesian Ulema Council (MUI) No. 69/DSN-MUI/VI/2008 concerning SBSN in general provisions number 1 states: State Sharia Securities or can be called State Sukuk are state securities issued based on sharia principles, as proof of part (حصة) ownership of SBSN assets, both in Rupiah and foreign currency. From the two definitions above, both in the Law on SBSN and the MUI Fatwa on SBSN, there are no striking differences, the differences only occur in terms of the terms of participation and ownership. Indeed, the editorial inclusion of "inclusion" in this case seems to give us an understanding of shares. However, the existence of SBSN assets as an object in this case will provide a separate understanding that can differentiate between sharia bonds (in general) and SBSN (in particular) and other sharia investments, especially shares. And the most important thing in this case is that the existence of SBSN as a form of financial investment instrument based on sharia principles has legality, both from a state and religious perspective. From the definition above, it can also be understood that SBSN is a derivative form of Government Securities in addition to Government Debt Securities (SUN). State Debt Instruments themselves according to Law no. 24/2002 are securities in the form of debt acknowledgment letters in rupiah or foreign currency which are guaranteed to be paid interest and principal by the Republic of Indonesia, in accordance with the validity period.

The Islamic financial market is a market with great potential to be developed in Indonesia. The growth of the sharia financial market, one of which is SBSN, is growing rapidly in Indonesia (Fatah, 2011). Indonesia is a country with the largest Muslim population in the world. Increasing public awareness, especially Muslims, of sharia-based financial transactions has created a domestic SBSN market still very open. For the government, SBSN is a flexible financing instrument with a controlled level of risk. This aims to maintain fiscal sustainability and financing at low costs while supporting the deepening of the domestic financial market.

III. Research Methods

This research uses a descriptive qualitative method with emphasis on information and descriptions that are narrative in nature and describe the phenomenon being studied. Apart from that, qualitative research can be interpreted as an effort to provide meaning to phenomena based on the data obtained (Irawan et.al., 2020:138)

This descriptive qualitative research is in accordance with the problem and research objectives to be obtained with the aim of describing or providing an overview of a research object where data analysis is more focused during the process in the field along with data collection. Furthermore, the data obtained and collected

from respondents from observations, interviews, literature studies and documentation in the field will then be described in the form of a report.

IV. Results And Discussion

Factors influencing the effectiveness of Government Procurement of Goods/Services using the SBSN scheme in island areas, especially in the Regional Office of the Ministry of Religion, Maluku Province

In accordance with the results of interviews in research conducted at the Regional Office of the Ministry of Religion, Maluku Province, there are several things that can influence the success of the effectiveness of government procurement of goods/services. These factors are:

1. Geographic Factors

Maluku Province consists of thousands of islands spread out so that access to the location for procurement of government goods/services requires significant time and costs, the lack of transportation infrastructure, especially to remote islands, can hamper the delivery of goods, especially if the weather is extreme, such as strong winds and waves. high often affects the smooth distribution of goods in project work.

2. Human Factors and Understanding of Regulations

In implementing goods/services procurement activities at the Regional Office of the Ministry of Religion, Maluku Province, human factors related to the behavior and abilities of procurement employees are important, both quantity and quality in understanding regulations related to government procurement of goods/services.

Based on the results of this research, it is known that data on employees who have qualifications in the field of procurement of goods/services and have certificates for procurement of goods/services at the Regional Office of the Ministry of Religion, Maluku Province, are still very limited. This results in a large workload for procurement personnel resulting in slow stages of the goods/services procurement process being carried out.

3. Social and cultural factors in the form of "WAIT FOR DIRECTIONS" behavior

In the implementation of procurement of goods/services at the Regional Office of the Ministry of Religion, Maluku Province, the behavior of "waiting for directions" is a situation where procurement actors must wait for instructions or approval from higher parties before they can continue making decisions regarding the procurement of government goods/services. This process directly influences the procurement organization's work culture in various dimensions, both in terms of work patterns, decision making, and the efficiency of task implementation.

The process of "waiting for directions" influences the behavior of procurement actors, namely

a. Dependence on authority

Procurement actors tend to avoid making independent decisions without direction from leadership to avoid potential administrative or regulatory errors that could result in sanctions. The direction from this leadership is in the form of Technical Instructions in prototype form from the Republic of Indonesia's Ministry of Religion Indonesia related to the procurement of goods/services using the SBSN Scheme, then the Head of the Provincial Ministry of Religion issued a Decree determining the personnel of the procurement actors, namely the Commitment Making Officer (PPK), the Goods/Services Procurement Officer (PPBJ) and other procurement actor personnel as the Project Management Team, Next, wait for written and verbal directions from the leadership regarding the procurement process for the goods/services in question.

This dependency creates a passive tendency where procurement actors prefer to wait for directions rather than looking for creative or innovative solutions to solve problems.

b. Delay in decision making

In research carried out in the process of procuring goods/services at the Regional Office of the Ministry of Religion, Maluku Province *wait for instructions* from superiors often prolongs decision-making time, sometimes because superiors are busy with many routines so that procurement actors are late in making decisions at process stages such as tendering or awarding contracts.

c. Excessive compliance behavior

Procurement actors focus on ensuring that each step receives formal approval, often to the exclusion of time efficiencies and innovation in the procurement process.

They tend to be too careful in drafting documents to ensure all requirements are met, which sometimes leads to redundancy or excessive bureaucracy.

d. Psychological and motivational effects

Prolonged uncertainty resulting from waiting for directions can cause frustration among procurement actors, reducing their work motivation.

Dependence on direction makes procurement actors feel less capable or not authorized enough to make their own decisions, thereby reducing their self-confidence.

The process of procuring government goods/services "waiting for directions" at the Maluku Province Regional Office of the Ministry of Religion has implications for the time wasted in the process of waiting for directions, hampering the smooth implementation of procurement, which has an impact on delays in project completion. This will reduce effectiveness in meeting the need for government goods/services because slow decisions cannot meet needs on time.

Strategy to increase the effectiveness of Procurement of Goods/Services using the SBSN scheme at the Regional Office of the Ministry of Religion, Maluku Province.

a. Decentralization of Decisions

In order to expedite the procurement process at the Maluku Province Regional Office of the Ministry of Religion, procurement actors need to be given the authority to make decisions within certain limits, so that the procurement process can run more quickly.

b. Optimization of Information Technology Systems

To increase the effectiveness of procurement of goods/services at the Maluku Province Regional Office of the Ministry of Religion, it is necessary to optimize the use of digital-based systems to speed up document submission, validation and delivery of directions in real-time.

Increase transparency and accountability through a monitoring system that can be accessed by procurement leaders and actors.

c. Simplification of Processes and Regulations

Develop simpler policies and procedures by reducing less substantive "wait for direction" to reduce the number of approvals required at each stage of procurement.

d. Increasing HR Capacity
Hold regular training for procurement actors to improve their understanding of regulations and ability to make independent decisions and provide technical assistance to procurement actors, especially in situations that require special handling.

e. Proactive Monitoring and Evaluation

The Maluku Province Regional Office of the Ministry of Religion can form a special team to monitor and coordinate procurement progress periodically, so that obstacles can be overcome immediately without waiting for formal direction.

V. Conclusion

1. If left unchecked, the behavior of "Waiting for Directions" by those involved in procuring goods/services will become a work culture characterized by high dependence on leadership directions, becoming one of the main inhibiting factors in the process of procuring government goods/services within the Regional Office of the Ministry of Religion, Maluku Province.

2. Geographic Influence and Work Behavior. Combination of geographical challenges in the island region and work behavior "wait for instructions" slowing down the decision making process which has an impact on the timeliness of procurement implementation.

3. Inefficiencies in the Procurement Process. Delays in implementation due to waiting for leadership instructions result in waste of time and resources.

4. Suboptimal Procurement Quality. Work behavior "wait for instructions" This causes a lack of flexibility and innovation in procurement, so that procurement results are often not fully in line with the needs of communities in island areas.

5. Relevance of SBSN Scheme Principles. Implementation of procurement using the SBSN scheme, which prioritizes transparency, efficiency and accountability, is often disrupted by a hierarchical work culture, making it difficult to achieve SBSN strategic goals.

6. Recommendations to Increase Effectiveness

- Work Culture Reform: A change in mindset is needed to encourage initiative and individual empowerment in decision making.
- Strengthening HR Capacity: Through training and education, procurement actors can be empowered to face challenges independently.
- Digitalization and Use of Technology: The use of technology in the procurement process can speed up decision

making and increase transparency.

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