

Research Article

Back Office Suite Optimization Strategy in Acceleration of Procurement of Goods and Services in RSUD LEUWILIANG BOGOR

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Abstract.

Background: The duration of the fund disbursement process to providers at RSUD Leuwiliang, measured from the date of the Work Handover Report (BAST) to the issuance of the Fund Disbursement Work Order (SP2D), currently exceeds the standard 30-calendar-day period. Efforts have been made to expedite the payment process through the implementation of an innovative back-office suite; however, these efforts have not yet achieved optimal success and require further evaluation and optimization. **Objectives:** The objective of this research is to examine the goods and services procurement process through the back-office suite and to develop strategies for its optimization, particularly in accelerating the procurement process at RSUD Leuwiliang Bogor. **Method:** This study adopts a qualitative approach, with data collected through interviews, observations, and documentation. The data is then analyzed qualitatively using the e-government framework, which emphasizes effectiveness, efficiency, transparency, and accountability. **Results/Findings:** The study found that the procurement process through the back-office suite is highly effective in ensuring data consistency from upstream to downstream stages of the procurement process. Monitoring and evaluation are regularly updated, but the time required for fund disbursement to providers remains lengthy. This delay is attributed to the continued use of printed documents and manual signatures, and the fact that the procurement process is still managed manually by users. Additionally, providers do not automatically receive updates on the status of procurement. **Recommended Strategies:** Key strategies for improvement include centralizing the selection process in the UPBJ (Procurement Service Unit), implementing paperless SPJ (Financial Accountability Statement) documents with electronic signatures, and ensuring that goods and services providers receive timely information about the procurement process.

Keywords: innovation, *Back Office Suite*, procurement of goods and services

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1. Introduction

To achieve clean governance, particularly in the procurement process of goods and services, the government has issued Presidential Regulation No. 12 of 2021, which amends Presidential Regulation No. 16 of 2018 concerning the procurement of government goods and services. The regulation outlines key principles for the procurement process, including effectiveness, efficiency, competitiveness, openness, transparency, fairness, and accountability. The primary objective of the procurement process is to achieve value for money by optimizing budget expenditures, with an emphasis on prioritizing domestic products and supporting small and medium enterprises (SMEs) (1).

In the implementation of operational activities, hospitals require an efficient procurement process for goods and services, as is the case at Leuwiliang Regional Hospital in Bogor. An efficient and effective procurement process not only impacts the smooth delivery of healthcare services but also influences the management of the hospital's budget and existing resources. In the current digital era, many hospitals have begun adopting information technology to enhance operational efficiency, including in their procurement processes. One approach that can be applied is through the optimization of a back-office suite.

A back-office suite is a collection of applications and systems that support the administrative and operational processes behind the scenes. While these processes may not be visible to patients, they are crucial for ensuring smooth service delivery. By integrating an optimal back-office system, Leuwiliang Regional Hospital can expedite the procurement process for goods and services, reduce excessive bureaucracy, and improve transparency and accountability in budget management.

The hospital's procurement process has shown improvement in recent years, alongside an increase in the available budget. This is reflected in the significant increase in the number of contract packages, from 2,056 in 2022 to 2,547 in 2023 (2). The growing number of contract packages necessitates better management to prevent potential issues (Figure 1).

Despite the implementation of the Back Office Suite system, the increasing number of procurement contract packages has led to recurring issues in the resolution process. Data from June 2023 to June 2024 indicates that the average time for disbursing funds in the procurement of goods and services continues to exceed the standard of 30 calendar days. The longest average processing time occurred in November 2023, reaching 66.16 calendar days, while the shortest was recorded in February 2024 at 6.1

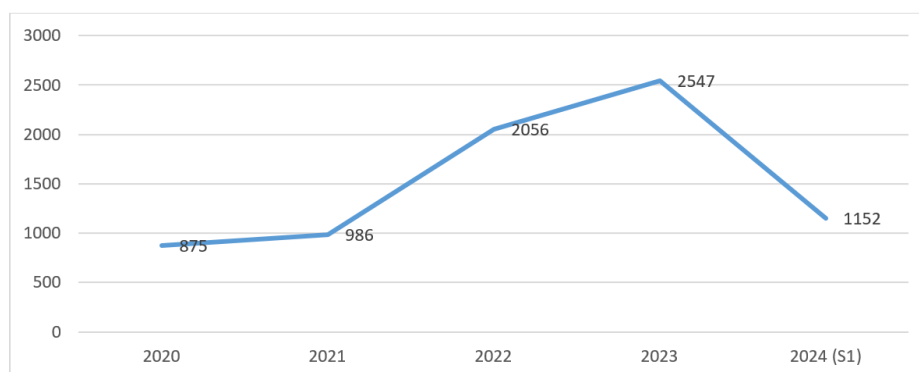


Figure 1: Number of Packages RSUD Leuwiliang Annual Contract. Source : RSUD Leuwiliang Procurement Report processed by researchers (2024).

calendar days. However, overall, the disbursement process from the date of the Work Handover Report (BAST) to the issuance of the Fund Disbursement Work Order (SP2D) still falls short of the established 30-calendar-day standard. Further details are provided in Figure 2.

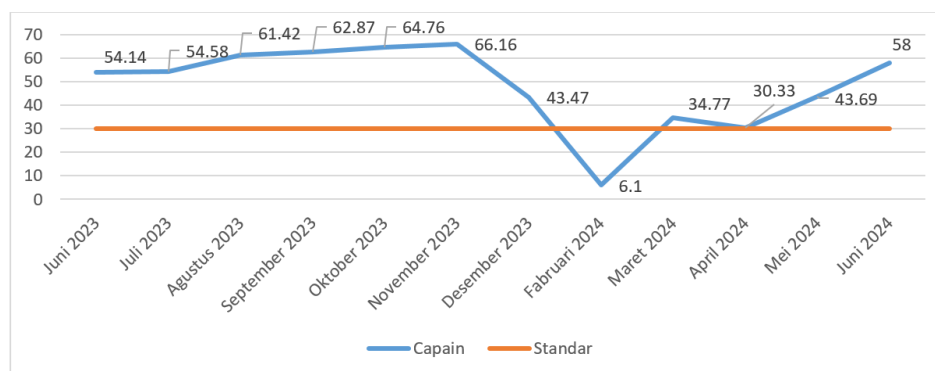


Figure 2: Timeframe for Fund Disbursement to Provider From BAST date to SP2D (day). Source : RSUD Leuwiliang Procurement Report processed by researchers (2024)

The issue of delays in the disbursement of funds in the procurement process indicates that the system currently in place is not yet fully optimized for resolving these problems. When implementing an e-government system in governance, four key aspects must be considered: the system's effectiveness, the efficiency gained from its use, transparency in the accessibility of information, and accountability(3). Agencies need to innovate in their procurement processes to expedite and simplify these procedures(4) . Beyond accelerating the procurement process, such innovations can enhance efficiency, transparency, and accountability(5) .

This study focuses on the procurement system for goods and services (Back Office Suite) at RSUD Leuwiliang. Based on this context, the research questions are: What

are the causes of the prolonged fund disbursement process to providers, and what strategies can be employed to optimize the Back Office Suite in accelerating the procurement process for goods and services at RSUD Leuwiliang, Bogor?

The objective of this research is to identify the reasons behind the delays in fund disbursement to providers despite the system's implementation and to develop strategies for optimizing the Back Office Suite to accelerate the procurement process of goods and services at RSUD Leuwiliang, Bogor.

2. Literature review

2.1. E-Government

- a. E-Government, according to Indrajit (2002) as cited in Hamrun et al. (2020), is an innovation aimed at improving public services by utilizing information technology to enhance the quality of services, making them faster, more effective, efficient, and accountable. E-Government is a relatively new term that refers to the provision of public services through the use of computers and networks, implemented by government employees in collaboration with the private sector and society (6).
- b. The objectives of E-Government development include:
 - a. Establishing a high-quality, wide-reaching public information and service network across Indonesia, unrestricted by geographical and temporal barriers.
 - b. Building a synergistic connection between the business sector and government to foster national economic development that can compete on an international scale.
 - c. Enhancing communication between the government, private sector, and society to encourage public participation in policymaking.
 - d. Creating a transparent and efficient management system that facilitates transactions across all public services(7).
- c. Strategies for E-Government development include:
 - a. Building a robust, capable, and cost-effective system.
 - b. Developing a holistic system for government management and work ethos.
 - c. Maximizing the use of information technology.
 - d. Collaborating with the business sector in the ICT field.
 - e. Improving human resource competencies in governance and enhancing public digital literacy.
 - f. Fostering innovation at every stage of the process in a comprehensive and integrated manner (7).

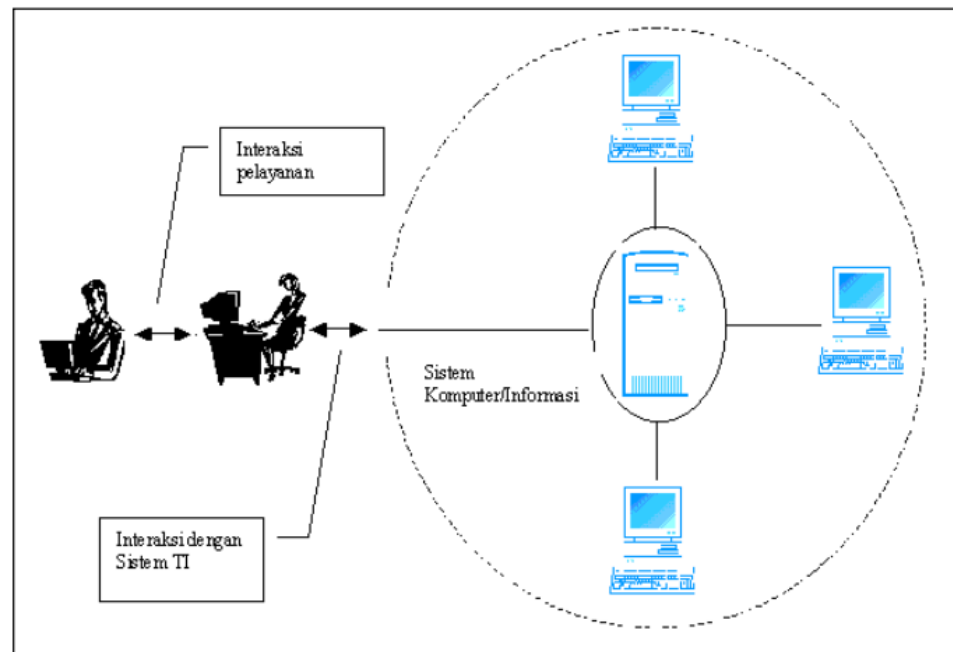


Figure 3: Function Traditional System Information.

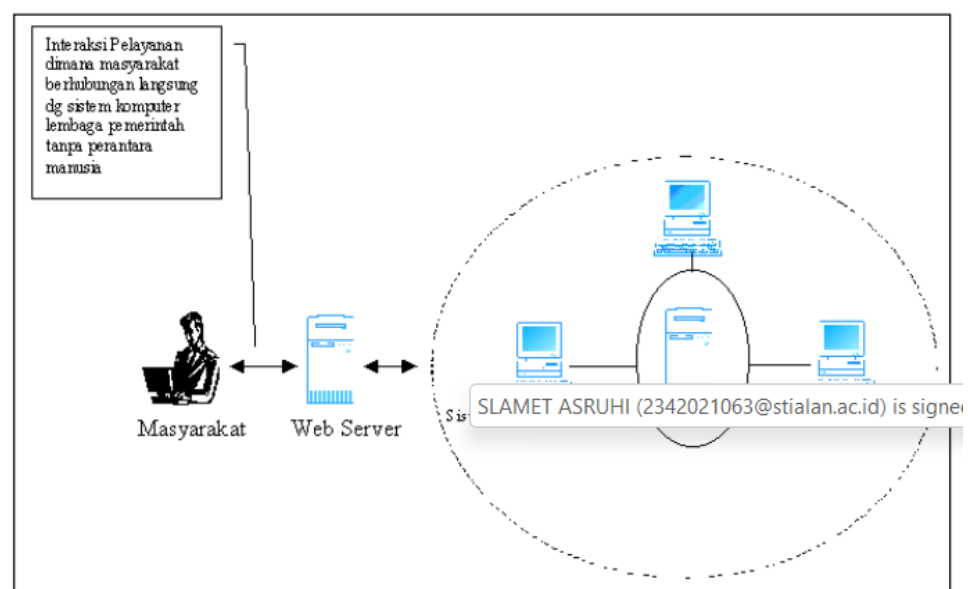


Figure 4: System Information Using E-Government.

Based on Figures 3 and 4, a clear distinction can be observed between the traditional approach to computerization and the use of an E-Government approach. In Figure 3, computerization is applied solely within government processes, whereas in Figure 4, computerization is extended to include public access to services.

According to Saingura & Eko Priyo Purnomo (2018), as cited in (3), four key factors are crucial in determining the success of E-Government implementation(3) :

a. Effectiveness

Effectiveness refers to the extent to which a government program, policy, or service achieves its established goals. In the context of governance, effectiveness indicates the government's ability to meet the needs of society and accomplish the desired outcomes

b. Efficiency

Efficiency refers to the optimal use of resources to achieve desired outcomes. In government, efficiency implies that public services are delivered at minimal cost and in a timely manner. This includes effective budget management, the use of technology to streamline processes, and the reduction of waste.

c. Transparency

Transparency is the principle that ensures information related to government policies, decisions, and resource management is accessible and understandable to the public. In the context of governance, transparency is essential for building public trust in the government. Through transparency, the public can observe how budgets are allocated, how decisions are made, and the outcomes of implemented policies

d. Accountability

Accountability refers to the obligation of the government to explain and take responsibility for its actions and decisions. In the context of governance, accountability means that public officials must be able to justify the use of resources and the outcomes of the policies implemented in the community. This includes supervisory mechanisms such as audits, public reports, and complaint systems, which enable society to hold the government accountable for its actions

2.2. Government Procurement of Goods/Services

Government procurement of goods and services encompasses the entire process from identifying needs to the handover of work, conducted by both central and regional governments, and is financed through the State Revenue and Expenditure Budget (APBN) and the Regional Revenue and Expenditure Budget (APBD) (8)

According to Weele (2005), procurement pertains to the function of inputs utilized in the procurement process for goods and services, which includes raw materials, equipment, capital, and supplies (9).

The objectives of government procurement of goods and services include (1)

1. To procure goods and services that meet the required quality and quantity standards, are delivered on time, are available at the appropriate cost, are located in the right place, and are sourced from competitive providers
2. To increase the use of domestic products
3. To ensure that Micro, Small, and Medium Enterprises (MSMEs) and cooperatives actively participate in government procurement of goods and services
4. To facilitate the active involvement of national businesses in the government procurement process for goods and services
5. To encourage the participation of the creative industry in the procurement process for government goods and services
6. To promote economic equality and the expansion of business opportunities
7. To enhance sustainable procurement practices for goods and services.

The government procurement process for goods and services includes the following steps, as outlined in PerLem LKPP (2021)(PerLem LKPP, 2021):

1. Planning of Goods and Services.

The procurement planning process is developed by the Commitment Making Officials (PPK) and approved by the Budget User (PA) or the Budget User Authorization (KPA). This process encompasses the identification of procurement needs, the determination of the goods and services to be procured, the selection of procurement methods, scheduling, and budget allocation. Guidelines for procurement planning are established in the regulations set forth by the Government Procurement Policy Institute (LKPP), which pertain to government procurement planning.

The implementation of the procurement of goods and services through providers includes several stages: preparation for procurement, selection of providers, execution of the provider selection process, contract implementation, and the handover of the completed work.

2. Procurement Preparation

Preparation for procurement can commence once the Ministry/Institution Work Plan and Budget (RKA-K/L) has been approved by the House of Representatives (DPR) or

the Regional Apparatus Work Plan and Budget (RKA) has received approval from the Regional House of Representatives (DPRD). For procurement contracts that are required to begin at the start of the fiscal year, the preparation for procurement and/or the selection of suppliers may begin after the determination of the budget ceiling for the K/L or the approval of the Regional Apparatus RKA, in accordance with applicable regulations.

If the preparation and selection process for procurement is necessary before the RKA-K/L is approved by the DPR or the RKA of the Regional Apparatus is approved by the DPRD, the selection of providers can proceed with the approval of the Budget User (PA), although the resulting contracts will be non-binding. The subsequent provisions are as follows:

- a. The Contract Signatory Official may execute the contract with the provider after the DIPA/DPA has been approved.
- b. If the approved budget is lower than the winning offer price, technical and price negotiations may be conducted.
- c. If the activity is not included in the DIPA/DPA, the selection process must be canceled.

The preparation for the procurement of goods and services, including consultancy services that are non-construction related, is carried out by the Commitment Making Official (PPK) and includes the following activities:

- a. Review and determination of technical specifications and the Framework Reference Work (KAK).
- b. Preparation and determination of the Estimated Price (HPS).
- c. Preparation and determination of the contract design.
- d. Establishment of down payment, guarantees, and price adjustments.

In addition, the PPK must identify whether the goods or services being procured fall under the categories of direct procurement, E-purchasing, or special procurement. The PPK should also ensure that at least 40% of the value of the procured goods and services is sourced from small businesses and domestic cooperatives.

3. Preparation for the Selection Process

The preparation for the selection of providers by the Selection Working Group (Pokja) and Procurement Officers is conducted after the Working Group receives a request for selection from the Commitment Making Official (PPK). This request is accompanied by the procurement preparation documents submitted by the PPK to the Head of the Goods/Services Procurement Work Unit (UKPBJ). The preparation for this selection includes the following steps:

- a. Review of procurement preparation documents.
- b. Determination of the method for selecting providers.
- c. Determination of qualification criteria.
- d. Specification of provider requirements.
- e. Determination of bid evaluation methods.
- f. Establishment of the method for submitting bid documents.
- g. Preparation and determination of the election schedule.
- h. Preparation of selection documents.

In addition, the preparation for selection by procurement officers using Work Orders (SPK) encompasses:

- a. Review of procurement preparation documents.
- b. Specification of provider requirements.
- c. Setting the election schedule.
- d. Preparation of selection documents.

4. Implementation of the Selection Process.

The implementation of provider selection by the Commitment Making Official (PPK) and the Selection Working Group/Procurement Officer is conducted according to the specified selection methods, as outlined below:

- a. The PPK is responsible for:

- 1) E-purchasing for goods and services with a minimum Estimated Price (HPS) exceeding IDR 200,000,000 (two hundred million rupiah).

- 2) E-purchasing for goods and services with a minimum HPS exceeding IDR 1,000,000,000 (one billion rupiah) to facilitate accelerated development in Papua Province and West Papua Province.

b. The Procurement Officer is responsible for:

- 1) Direct procurement and direct appointment for goods and services with a maximum HPS value of IDR 200,000,000 or consultancy services with a maximum value of IDR 100,000,000.
- 2) Direct procurement and direct appointment for goods and services with a maximum HPS value of IDR 1,000,000,000 or consultancy services with a maximum value of IDR 200,000,000 for development initiatives in Papua and West Papua Provinces.

c. The Selection Working Group is responsible for:

- 1) Conducting tenders/selection processes, quick tenders, and direct appointments.
- 2) Carrying out limited tenders for goods and services with a value exceeding IDR 1,000,000,000 and up to IDR 2,500,000,000 for development initiatives in Papua and West Papua Provinces.

5. Contract Execution

The implementation of the contract is conducted by the parties involved in accordance with the provisions stipulated in the contract and relevant legislative regulations.

6. Handover of Work Results

Upon the completion of the work in accordance with the provisions of the contract, the provider shall submit a written application to the Contract Signatory Official to initiate the handover process for the deliverables.

3. Methodology

This study employs qualitative research methods. According to Bogdan and Taylor (10), qualitative research involves descriptive data presented in the form of words, which can be found in documents, statements from informants, and observed behaviors.

This approach is directed at understanding the context and individuals holistically. Data were collected through direct interviews with relevant stakeholders, comprising seven informants selected based on stringent criteria. The selected informants included: 1) Budget Section personnel, 2) Technical Implementation Officials (PPTK) of RSUD Leuwiliang, 3) Procurement of Goods and Services Unit (UPBJ) of RSUD Leuwiliang, 4) Commitment Making Officials (PPK), 5) Budget User Authority (KPA), 6) Goods Treasurer, and 7) Finance Treasurer. In addition to interviews, the study utilized secondary data by gathering reports and conducting observations related to the Back Office Suite.

4. Results and Discussion

The procurement of goods and services at Leuwiliang Regional Hospital involves multiple parties in its implementation, including the Budget Section, Technical Implementation Officials (PPTK), the Procurement of Goods and Services Unit (UPBJ), Commitment Making Officials (PPK), Budget User Authority (KPA), Goods Treasurer, and Finance Treasurer. Each participant in the procurement process has specific duties and responsibilities as determined by hospital leadership.

The Budget Section is tasked with compiling the entire hospital budget based on a collaboratively formulated methodology that reflects the hospital's needs. The PPTK identifies the requirements for goods and services from their respective areas, compiles this information, and submits it to the Budget Section. Additionally, the PPTK is responsible for overseeing the project from inception to completion, ensuring that disbursement documents or accountability letters are processed by the Finance Treasurer, and reporting work progress to the Director.

The UPBJ is responsible for conducting the selection process, utilizing methods such as direct procurement, direct appointment, and e-purchasing. The UPBJ selects providers that meet the necessary qualifications and possess goods/services that align with the specifications set forth by the PPK. The outcome of this selection process is the determination of the winning provider.

The PPK plays a crucial role in specifying requirements, estimating the budget (HPS), designing contracts, appointing providers, signing contracts, monitoring contract execution, and submitting reports to the Budget User Authority. The KPA receives work reports from the PPK and facilitates prompt payment to providers, while also addressing any issues that arise between the PPK and the provider.

The Goods Treasurer is responsible for managing the goods received from the PPK, ensuring their proper usage and distribution to the necessary units, as well as maintaining an inventory of all assets at RSUD Leuwiliang. The Finance Treasurer is tasked with verifying documents and processing payments for work progress to the providers.

All relevant units involved in the procurement process are required to enter data into the Back Office Suite. This system integrates budget planning with payment processing for providers and generates output documents that comply with established standards. The output documents at each stage of the procurement process effectively minimize errors in document creation, as they are generated according to predetermined standards. However, the procurement flow in this system cannot be fully described simultaneously, particularly regarding regular procurement. The ordering process, which should be conducted by the UPBJ, is often performed by the users due to the operational and situational nature of regular procurement. Consequently, this manual ordering process is not entered into the system, leading to outdated data reporting. Furthermore, this discrepancy results in mismatches between orders and the goods received, necessitating additional cross-checking by the UPBJ, which delays the procurement reporting process.

To address these challenges, it is recommended that the UPBJ be granted full authority in the selection of providers and the issuance of orders, thereby enabling the UPBJ to update work packages in the system and accurately monitor the fulfillment of goods and services in accordance with contractual timelines.

The Back Office Suite is expected to enhance the efficiency of fund disbursement processes to providers, aiming for completion within a maximum of 30 calendar days from the date of work handover by the PPK and the provider. However, in practice, fund disbursement often exceeds this timeframe. This issue arises from the necessity for output documents generated by the Back Office Suite system to be printed and signed manually by officials and leadership. When these individuals are unavailable, the process is halted pending their signatures. This can be streamlined if the system incorporates automatic integration with electronic signatures, enabling documents to be signed at any time and from any location by the relevant parties.

The Back Office Suite, when utilized effectively, promotes greater transparency in management compared to processes conducted without a systematic approach. The displayed data provides a comprehensive overview of the entire procurement process,

with all parties able to access information regarding the total budget and activity details. Contract packages are clearly outlined and detailed within the dashboard, and the status of the disbursement process can be evaluated by all stakeholders. However, the procurement process cannot be updated automatically by providers; they must request procurement status information from the management team. To enhance transparency in the procurement management of goods and services at RSUD Leuwiliang, it is essential for providers to receive timely updates regarding their procurement status.

The system in place facilitates a more accountable procurement process. This means that all stakeholders involved in the procurement of goods and services at Leuwiliang Hospital can access the process. The procurement activities, structured according to standards and stages, can be reported comprehensively and in detail to relevant parties. However, the issue of backdated data entry undermines accountability, as it indicates that the procurement process was not conducted according to established procedures. Thus, improvements must be implemented by granting the UPBJ full authority to conduct the selection and ordering of goods without exceptions, regardless of whether the goods are general supplies or emergency provisions.

E-Government in public procurement plays a role in improving government accountability, which can be monitored and measured throughout the process. Meanwhile, comprehensive digitization promotes efficiency in budget, time, and human resources in the implementation of public procurement

5. Conclusion

The Back Office Suite built to support the procurement process for goods and services at RSUD Leuwiliang has been integrated between units and parts. However, Still constrained by the acceleration of the procurement process, which exceeds the limit time that has been set, which is caused by the SPJ document still being printed and signed manually by the parties, the users are still working on the regular order process; the provider does not get Automatic information related to the status of procurement of goods and services at RSUD Leuwiliang. To achieve effective, efficient procurement management, transparent and accountability Therefore, it is necessary to create a policy that the selection is carried out centrally in the UPBJ section, the SPJ document is paperless with an electronic signature . as well as develop information on the status of the procurement process to goods/ service providers. The entire procurement process

is digitized to simplify work so that it will encourage efficiency in budget, time and human resources.

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