

OPTIMAL MATURITY LEVEL DEVELOPMENT FOR GOVERNMENT GOODS/SERVICES PROCUREMENT ORGANIZATIONS (UKPBJ) IN INDONESIA

M. Lucky Akbar^{*1}, Arif Imam Suroso^{**}, Bambang Juanda^{***}, Angraini Sukmawati^{****})

^{*}Ministry of Finance Republic Indonesia

Jl. Dr. Wahidin Raya No 1 Jakarta 10710, Indonesia

^{**}Sekolah Bisnis, IPB University

Jl. Pajajaran, Bogor 16151, Indonesia

^{***}Departemen Ilmu Ekonomi, Fakultas Ekonomi dan Manajemen, IPB University

Jl. Agatis, Kampus IPB Dramaga, Bogor 16680, Indonesia

^{****}Departemen Manajemen, Fakultas Ekonomi dan Manajemen, IPB University

Jl. Agatis, Kampus IPB Dramaga, Bogor 16680, Indonesia

Abstract: The establishment of the Goods/Services Procurement Unit (UKPBJ) is part of the program to increase the Procurement of Goods/Services as an indicator of an efficient and corruption-free Government procurement system. The changes are expected to be implemented in the form of a permanent and structural organization based on the Capability Maturity Model (CMM) theory. The purpose of this study is to build a conceptual model of change management to increase the UKPBJ Maturity Level. This research uses a combination research method approach (mixed methods research) and the analysis of the data used in this study is Logical Framework Analysis (LFA). To manage organizational change, a recommended conceptual model of organizational change is needed, namely the Strategic Model Change Management. Where external and internal influences of the organization are input into changes driven by leadership, culture, and human resources factors. Through the UKPBJ Strategic Model Change Management, change strategies can be managed to increase UKPBJ maturity. Variables that influence the success of UKPBJ organizational maturity include organizational variables, human resources, business processes and information systems.

Keywords: public sector, change management, logical framework analysis (LFA), organizational improvement, good government

Abstrak: Pembentukan Unit Kerja Pengadaan Barang/Jasa (UKPBJ) merupakan perubahan lembaga pengadaan di Indonesia sebagai bagian dari program peningkatan Pengadaan Barang/Jasa sebagai indikator sistem PBJ Pemerintah yang efisien dan bebas korupsi. Perubahan yang diharapkan dapat terimplementasi dalam bentuk organisasi permanen dan struktural yang didasarkan pada teori Capability Maturity Model (CMM). Tujuan dari penelitian ini adalah untuk membangun model konseptual manajemen perubahan untuk meningkatkan tingkat kematangan UKPBJ. Penelitian ini menggunakan pendekatan metode penelitian kombinasi (mixed methods research) dan analisis data yang digunakan dalam penelitian ini adalah Logical Framework Analysis (LFA). Untuk mengelola perubahan organisasi tersebut, diperlukan konseptual model perubahan organisasi yang direkomendasikan yaitu Strategic Model Change Management. Dimana pengaruh eksternal dan internal organisasi menjadi masukan kedalam perubahan yang didorong oleh faktor-faktor leadership, culture, dan human resource. Melalui UKPBJ Strategic Model Change Management strategi perubahan dapat dikelola untuk meningkatkan kematangan UKPBJ. Variabel yang berpengaruh dalam keberhasilan kematangan organisasi UKPBJ diantaranya adalah variabel organisasi, sumberdaya manusia, bisnis proses dan sistem informasi.

Kata kunci: sektor publik, manajemen perubahan, logical framework analysis (LFA), peningkatan organisasi, pemerintahan yang baik

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¹ Corresponding author:
Email: aldidanaldo@gmail.com

INTRODUCTION

The maturity model has developed into an important instrument in improving organizational performance and increasing awareness to make changes and build strategies to improve work in a formal organizational way. In recent years, many project management maturity models have been implemented, such as Capability Maturity Model (CMM), Organizational Project Management Maturity Model (OPM3), etc. (Jia, 2011). Based on this, in improving the performance of public organizations must be able to accept an increase in government awareness (Rendon, 2008). The results of previous studies and several reviews of the literature on this subject explain the significant increase in focus on performance appraisal at both the central and local levels (Balaboniene & Vecerskiene, 2015; Niven, 2003). Based on the results of research from the University of Greenwich in collaboration with Public Service International, there has been a strong increase in public sector spending for 150 years (1870–1995) in all countries, this shows a strong link between public spending and economic and social development. According to experts, spending is now at the level of 40% of the gross domestic product (GDP) of member countries of the Organization for Economic Cooperation and Development (OECD), and is increasing in developing countries (Mukui et al. 2018).

The procurement process itself is an activity to obtain goods or services that are carried out openly, on target and with the right results according to needs. Because the Government PBJ process uses the state budget and is the result of taxes collected from the community, the Government PBJ in its implementation must take the side of the people's interests, where there are 4 main sectors that are the scope of this Government PBJ, namely: Public Provision Sector, Public Works Sector, the Public Facilities Sector which consists of: transportation, water energy and telecommunications sectors and the last is related to the Public Service Sector.

The application of the maturity model within the Government is aimed at increasing the benefits of supply and services, especially in this case, the government must take action to optimize the interaction of contractors and suppliers who carry out procurement to support functions that support development performance and social welfare. Furthermore, the government must pay attention to competent compliance in terms of

procurement and assignment in contract management and strengthen competence in assessing the procurement process for procurement strategies carried out by the government (Christopher & Ryals, 2014; Muysinaliyev & Aktamov, 2014).

Public sector spending in Indonesia is allocated from the State Budget (APBN). According to the National Development Planning Agency (BAPPENAS), APBN is a tool of state financial power that can be used to achieve state goals by means of integrated governance of development management starting from planning, budgeting, implementation, control (evaluation and supervision), and reporting (accountability).

In connection with the increasing Government Expenditures, from data obtained from the Government and Procurement Policy Institute (LKPP), the total budget for Government Goods/Services Procurement (PBJP) in Indonesia over the last few years prior to the pandemic, has reached more than 50% of the total APBN/APBD. The large value of procurement expenditure in the APBN/APBD, therefore K/L must focus on making PBJP as one of the factors to accelerate economic growth both nationally, sectorally and locally. However, in the realization of procurement budget management which is monitored by LKPP with two Financial and Physical indicators, data is obtained that the realization of physical and financial indicators for the last 3 (three) years in general has not reached the target set.

Absorption of procurement expenditures that do not reach the target will result in delays in the fulfillment of the expected goods/services. So it needs the attention of the parties in planning the implementation of public sector spending. Planning is the most important part in a process of procuring goods and services in order to achieve government goals and community welfare. It is necessary to prepare a planning strategy so that the goals and objectives can be achieved (Svejvig, 2021). Based on this, the organization must be able to plan activities as well as possible to get effective outputs and the success of the project depends on the framework that has been planned by the organization using available resources and tools, according to the schedule and supporting information technology (Kerzner & Saladis, 2009).

In fact, the effectiveness of this procurement has attracted the attention of many parties because it involves an increasing budget value, suboptimal realization, and the possibility of fraud. Based on data

from the Corruption Eradication Commission (KPK), most cases of corruption in government occur through the procurement of goods and services. The KPK stated that 80% of corruption cases that have been handled so far are related to cases in the government's PBJ process.

Based on the KPK investigation that this corruption crime from the procurement of goods and services started from project planning which was not based on community proposals but proposals from entrepreneurs and state losses recorded by the KPK in 2015 reached 1 trillion rupiah, and in 2017 based on data from Indonesia Corruption Watch (ICW) shows that the total state losses due to corruption from procurement reached IDR 1.02 trillion (there was an increase of IDR 200 billion). The fraud that resulted in state financial losses is also allegedly from the business competition sector, where based on data obtained by the Commission by the Business Competition Commission (KPPU) in 2015 there was also a conspiracy in the Government PBJ tender process with a project value of 8.3 rupiah.

For this reason, in order to reduce losses and increase the effectiveness of the provision of goods and services to support the economy, the Government has issued Presidential Regulation (Perpres) Number 16 of 2018 concerning the procurement of Government goods/services as last amended by Presidential Regulation Number 12 of 2021, where this regulation encourages paradigm shift of actors in the procurement of goods/services in creating value for money, creating procurement innovation, and developing procurement knowledge for sustainable procurement of goods/services. One of the mandates in the Presidential Regulation to realize this condition is the establishment of UKPBJ which is a center of excellence in procurement (Center of Excellence). UKPBJ as a procurement center of excellence is a work unit that has strategic characteristics, collaborative, performance-oriented, proactive and capable of continuous improvement, which is expected to be a driving force in the creation of added value and benefits in the procurement of goods/services in Indonesia.

The right instrument used to achieve this goal is to use the UKPBJ maturity model as a measurement of the improvements that have been made, as well as a guide for UKPBJ in further improvement efforts. One of the indicators of success in developing an efficient and corruption-free jdih.lkpp.go.id system is the UKPBJ

maturity level, so that it becomes a national action plan for the prevention and eradication of corruption in accordance with Presidential Regulation No. 2018 concerning the National Strategy for Prevention of Corruption, additions and benefits in the procurement of goods/services in Indonesia. The purpose of this study is to build a conceptual model of change management to increase the UKPBJ Maturity Level.

METHODS

This research uses a combination research method approach (mixed methods research). According to Creswell & Clark (2018), mixed methods research is a research approach that involves collecting quantitative and qualitative data, integrating the two data, and using a different research design between quantitative and qualitative. The sampling method applied in this study is convenience sampling which is part of non-probability sampling (Rachmat et al. 2017). The criteria for respondents in this study were Echelon I, II, and III officials at the Ministry of Education and Culture, as well as the Government Goods/Services Procurement Policy Institute.

Analysis of the data used in this study is Logical Framework Analysis (LFA). LFA is a goal-oriented project planning and management analysis instrument. LFA analysis enables decision makers to: (1) analyze the actual situation during the preparation of project implementation; (2) develop tools to help achieve goals systematically; (3) identify potential risks in achieving goals and outputs; (4) develop ways in which products and outputs can be controlled and evaluated; and (5) observing and reviewing activities during implementation (Hosseinzadeh et al. 2019). The analysis phase consists of the following steps: Analysis of the problem; Stakeholder analysis; Analysis of objectives; and Strategy analysis.

RESULTS

The results of the analysis of the Logical Framework Analysis (LFA) are used to answer the second derived research question, which is to produce a Change Management Model that is in accordance with the character of UKPBJ to manage change in the organization.

LFA is a problem-based planning model by developing a logical framework on how to answer existing problems by agreeing on changes that are expected to materialize in the future. The output of this model is the Program Planning Matrix (MPP). The MPP matrix as a result of this study contains every statement of change at all levels (Goals, Outcomes, and Outputs) which is placed in the Strategy column, equipped with: 1) indicators/milestones as markers of the results of the changes; 2) sources or verification tools of the specified indicators/milestones (means of verification (MOV)); and 3) assumptions and risks in each statement.

MPP has vertical logic and horizontal logic, as depicted in the attached figure. The statement in the Strategy column has a vertical logic, namely a cause-and-effect relationship between activities, Outputs, Outcomes, and Goals. Outputs are the result of the implementation of activities, Outcomes are the result of the implementation of Outputs, while Goals are the result of the implementation of Outcomes.

In this regard, the 4 (four) variables contained in the maturity of the UKPBJ organization are compiled by MPP for each variable which contains goals, outcomes, outputs, and activities in detail as follows. According to Kamalanabhan & Kothandaraman (2017), success in organizational maturity includes organizational management, human or human resource management, business management and information system management.

Organizational variables

Development of UKPBJ Organizational Maturity from organizational variables has the following objectives: governance of the Government's Procurement of Goods/ Services based on expected organizational principles, an ecosystem of Government Goods/Services Procurement that supports UKPBJ maturity, and improvement of risk commensurate incentives. According to Hartono et al. (2019), it is stated that organizational maturity is influenced by the maturity of the organization's risk management and good governance. To achieve these objectives, it is necessary to have performance indicators / KPIs consisting of: The level of effectiveness of the implementation of organizational culture that is in line with the organizational principles of UKPBJ;

Percentage of understanding of attitude and behavior support related to change; Percentage of integrated governance implementation; and UKPBJ organizational health index.

The assumptions and risk mitigation for this organizational variable consist of: Developing adaptive and responsive organizational attitudes and behaviors to changes in the strategic environment and upholding governance aspects; Availability of a culture and governance that supports changes and appropriate institutional conditions for HR to improve performance and anticipate fraud; and There has been a decrease in the negative growth value of UKPBJ towards changes that occur as well as anti-change actions and behaviors. The complete MPP of UKPBJ Maturity Organizational Variables can be seen in Table 1.

Business Process Variables

In the business process variable, the goals to be achieved are breakthroughs and innovations in the procurement of government goods/services as well as optimization in the initiation and analysis of government procurement planning. According to Slater et al. (2016) states that success in organizational maturity is also determined in creative and innovative business planning. To achieve this goal, the key indicators that can be set are: The level of effectiveness of the government's procurement of goods/services; Percentage of the quality of the results of government procurement of goods/services; and Percentage of implementation of government procurement of goods/services consolidation.

The assumptions and risk mitigation for this organizational variable are as follows: The implementation of breakthroughs and innovations, as well as the consolidation of the implementation of the Government Procurement of Goods/Services based on the results of the initiation and analysis as well as mapping in procurement planning; Availability of business processes and SOPs / technical guidelines, as well as Value Added Ratio that improves the quality of government procurement of goods / services; and Increasing the volume of procurement on time and in accordance with the expected quality. The complete MPP of UKPBJ Maturity Business Process Variables is as shown in Table 2.

Tabel 1. MPP UKPBJ maturity organizational variable

	Organizational variable strategy	Key indicators	Mean of verification	Assumptions/risk
Goal	<ul style="list-style-type: none"> • Governance of the Government's Goods/Services Procurement based on optimal UKPBJ organizational principles • Government Goods/Services Procurement Ecosystem that supports UKPBJ maturity • Improved Incentives commensurate with risk 	<ul style="list-style-type: none"> • Effectiveness level of Organizational Culture Implementation in line with UKPBJ organizational principles • Percentage of understanding of attitude and behavior support related to change • Percentage of integrated governance implementation • UKPBJ organizational health index 	<ul style="list-style-type: none"> • Survey • Wawancara • focus group discussion 	
Outcome	Creating a culture and governance of change communication that is able to encourage adaptation to changing conditions that are suitable for HR to improve performance and anticipate fraud in the organization	<ul style="list-style-type: none"> • Percentage of governance based on UKPBJ organizational principles that are not yet optimal • Quality level of Cultural Implementation • Percentage of Completion of Incentive policies that are commensurate with risk 	<ul style="list-style-type: none"> • Survey • Wawancara • focus group discussion 	The development of organizational attitudes and behavior that is adaptive and responsive to changes in the strategic environment and upholds aspects of governance.
Output	The number of declines in the UKPBJ's Negative Growth Value is obtained for the changes that occur as well as anti-change actions and behaviors	Percentage of organizational change performance achievements	<ul style="list-style-type: none"> • Survey, • Observation; • Interview 	Availability of a culture and governance that supports changes and appropriate institutional conditions for HR to improve performance and anticipate fraud
Activities	<ul style="list-style-type: none"> • There is a clear communication strategy to convey guidelines and action plans for measuring performance, as well as the stages of changes that must be made in order to achieve a more optimal level of UKPBJ maturity • Implementation of an assessment of the change management that has been carried out and the application of quality assurance to meet the expected indicators of the capability maturity model success • Implementation of the clearing house program through the coordination forum of units related to the implementation of PBJ to carry out risk mitigation, assistance, money, and problem solving at every stage of PBJ implementation by optimizing the involvement of internal resources 	<ul style="list-style-type: none"> • Achievement percentage: • Change management program with effective communication strategy • Continuous monitoring and evaluation program 	<ul style="list-style-type: none"> • Survey • Observation • Interview 	There has been a decline in the UKPBJ's Negative Growth Value towards the changes that occur as well as anti-change actions and behaviors

Table 2. MPP of UKPBJ maturity business process variables

	Organizational variable strategy	Key indicators	Mean of verification	Assumptions/risk
Goal	<ul style="list-style-type: none"> • Breakthroughs and Innovations in Government Procurement of Goods/ Services • Optimization in the initiation and analysis of the planning for the procurement of government goods/ services • Mapping and Consolidation of Packages for Procurement of Goods/ Services to the maximum 	<ul style="list-style-type: none"> • Effectiveness level of government procurement of goods/services • Percentage of the quality of the results of government procurement of goods/services • Percentage of implementation of government procurement of goods/services 	<ul style="list-style-type: none"> • Survey • Wawancara • focus group discussion 	
Outcome	Availability of business processes and SOPs / technical guidelines, as well as a Value Added Ratio that improves the quality of government procurement of goods / services	<ul style="list-style-type: none"> • Quality level of Business Process improvement • Percentage of SOP implementations resulting from business process improvements • Percentage of Completion of procurement policies based on Value Added Ratio 	<ul style="list-style-type: none"> • Survey • Wawancara • focus group discussion 	The implementation of breakthroughs and innovations, as well as consolidation of the implementation of the Government Procurement of Goods/Services based on the results of initiation and analysis as well as mapping in procurement planning
Output	Obtained numbers Increase in procurement volume on time and satisfaction with the expected quality	Percentage of fulfillment of targeted procurement performance achievements	<ul style="list-style-type: none"> • Survey • Observtion • Interview 	Availability of business processes and SOPs / technical guidelines, as well as a Value Added Ratio that improves the quality of government procurement of goods/services
Activities	<ul style="list-style-type: none"> • Develop a procurement strategy at each stage by taking into account the relevance and success of each stage of the procurement process and measuring its achievement through the Money function in order to avoid delays in the work program or obtain low quality goods/services • Mapping existing business processes through one of them through the value chain concept so that it can be seen which are the main and supporting functions and reengineering business processes/ ATM in new ways in modern procurement 	<p>Achievement percentage:</p> <ul style="list-style-type: none"> • Change management program with effective communication strategy • Continuous monitoring and evaluation program 	<ul style="list-style-type: none"> • Survey • Observtion • Interview 	Increasing the volume of procurement on time and in accordance with the expected quality

Human Resource Variables

On HR Variables. The goals set are increasing the professionalism of human resources in line with change initiatives, fulfilling procurement competencies in accordance with competency standards and planning for precise HR supply needs based on a road map that supports Sustainable Public Procurement. The results of Gilani et al. (2017) also mention that the fulfillment of HR competencies greatly determines the success of an organization's maturity. Meanwhile, key indicators for achieving goals can be proposed, consisting of: Percentage of fulfillment of HR Professional Transformation Indicators; Percentage of HR competency fulfillment according to standards; and Percentage of implementation of precise HR provision based on a road map that supports Sustainable Public Procurement.

The assumptions and risk mitigation of these HR variables include: The realization of HR professionalism based on the fulfillment of competencies in accordance with standards and fulfillment of formations as needed based on a road map that supports Sustainable Public Procurement; Preparation of recommendations for the improvement of remuneration policies and competency development as well as a road map of the need for precise government goods/services procurement functional positions that support Sustainable Public Procurement; and Improving remuneration policies based on Workload Analysis, competency development and clarity in career paths, as well as providing precise formation of HR needs and supporting Sustainable Public Procurement. The complete MPP of UKPBJ Maturity HR Variables is as shown in Table 3.

Information System Variables

The purpose of the information system variable is the automation of business processes that are in line with Sustainable Public Procurement, the availability of an updated and real-time Government Information

System Procurement Management Information System dashboard, as well as digital leadership performance that is able to encourage digital transformation to support change. This is supported by the results of research by Bjaalid et al. (2015) which states that a person's ability to understand information and communication system technology in planning and achieving organizational goals greatly influences organizational maturity. To achieve this goal, key indicators can be set which include: Percentage of Business Process Automation Implementation; Percentage of Development of Government Information System Procurement Management Information System dashboard; and The frequency of digital leadership development in accordance with the plan.

The assumptions and risk mitigation of this HR variable include the following assumptions and risks: The realization of a comprehensive and informative Electronic Management Information System and Procurement Service; Development of a comprehensive Government Procurement Management Information System Architecture; and Completion of electronic procurement service policies that are integrated with databases and information systems in real time and up to date. The complete MPP of UKPBJ Maturity Information System Variables is as shown in Table 4.

Managerial Implication

The managerial implications of the research are analysis of business process improvements that lead to continuous innovation and improvement, formulation and improvement of policies and service commitments that are in line with challenges and issues faced by the organization, fulfillment of professionalism and competence of employees who are fit to support sustainable procurement policies, and business process automation and digital leadership support to address organizational challenges and issues in sustainable procurement.

Table 3. MPP variable HR maturity UKPBJ

	HR Variable Strategy	Key indicators	Mean of verification	Assumptions/risk
Goal	<ul style="list-style-type: none"> Increasing the professionalism of HR in line with change initiatives Fulfillment of Procurement Competencies in accordance with competency standards Planning for precise HR supply needs based on a road map that supports Sustainable Public Procurement 	<ul style="list-style-type: none"> Percentage of fulfillment of HR Professional Transformation Indicators Percentage of HR competency fulfillment according to standard Percentage of precise HR provision implementation based on a road map that supports Sustainable Public Procurement 	<ul style="list-style-type: none"> Survey Wawancara focus group discussion 	
Outcome	Submission of recommendations regarding evaluation and improvement of remuneration policies and competency development that supports the Sustainable Public Procurement road map	<ul style="list-style-type: none"> Percentage of improvement in policies on remuneration and performance of HR Procurement Percentage of completion of Government PBJ competency standards The level of effectiveness of the road map for the formation of HR needs that supports Sustainable Public Procurement 	<ul style="list-style-type: none"> Survey Wawancara focus group discussion 	The realization of HR professionalism based on the fulfillment of competencies in accordance with standards and fulfillment of formations as needed based on a road map that supports Sustainable Public Procurement
Output	Completion of remuneration policies based on Workload Analysis, competency development and clarity in Career Pathways, as well as a road map for providing formation of HR needs that support Sustainable Public Procurement	<ul style="list-style-type: none"> The level of effectiveness of the review of remuneration policy improvements for PBJ's HR Percentage of capacity building based on competency standards The level of analysis of the formation of HR needs that support Sustainable Public Procurement 	<ul style="list-style-type: none"> Survey Observtion Interview 	Preparation of recommendations for the improvement of remuneration policies and competency development as well as a road map of the need for precise Government PBJ Functional Positions and supporting Sustainable Public Procurement
Activities	<ul style="list-style-type: none"> There is a cost and benefit analysis study related to the adequate amount of remuneration, through a comparison of the resulting efficiency with the workload and risks for PBJ's HR Strengthening of HR management in terms of capacity building to meet competency standards, availability of career paths, centralized placements, and other developments needed on an ongoing basis Determination of a more precise formation based on an analysis of the position and workload as well as considering promotions from the head of PPBJ 	<ul style="list-style-type: none"> Percentage of realization of policy improvements made Percentage of improvement in quality of procurement competency standards Fulfillment of HR position formation 	<ul style="list-style-type: none"> Survey Observtion Interview 	Completion of remuneration policies based on Workload Analysis, Competence Development and Clarity in Career Paths, as well as providing precise formation of HR needs and supporting Sustainable Public Procurement

Tabel 4. MPP variable maturity information system UKPBJ

	Information System Variable Strategy	Key indicators	Mean of verification	Assumptions/risk
Goal	<ul style="list-style-type: none"> Automation of Business Processes in line with Sustainable Public Procurement Availability of updated and real time Government Information System Procurement Management Information System dashboard Digital leadership performance that is able to encourage digital transformation to support change 	<ul style="list-style-type: none"> Percentage of Implementation of Business Process Automation Percentage of Development of Government Information System Procurement Management Information System dashboard Frequency of Digital Leadership Development in accordance with the plan 	<ul style="list-style-type: none"> Survey Wawancara focus group discussion 	
Outcome	Submission of proposals regarding the Development of a comprehensive Government Information System Procurement Management Information System	<ul style="list-style-type: none"> Percentage of Expected Business Process Development Achievements Percentage of Completion of Government Procurement Management Information System 	<ul style="list-style-type: none"> Survey Wawancara focus group discussion 	The realization of a comprehensive and informative Electronic Management Information System and Procurement Service
Output	Preparation of Analysis and Architectural Concepts of Government Procurement Management Information System that integrates Electronic Procurement Services with real time and up to date database management	Percentage of Government Procurement Management Information System Architecture Development	<ul style="list-style-type: none"> Survey Observtion Interview Consultancy Service Support 	Development of a comprehensive Government Goods/ Services Procurement Management Information System Architecture
Activities	<ul style="list-style-type: none"> There is guidance on the management function of electronic procurement services with clear criteria and outputs Build an integrated procurement database and analyze data from historical planning and procurement, where the results are used to realize sustainable procurement Availability of information systems that can present data in real time, to be further processed into reports on procurement information that is up to date, credible and useful in the context of further decision-making processes 	<p>Achievement percentage:</p> <ul style="list-style-type: none"> Improvement of Information Systems and Electronic Procurement Services Development of a real time and up to date Procurement Management Information System Database 	<ul style="list-style-type: none"> Survey Observtion Interview Consultancy Service Support 	Completion of electronic procurement service policies that are integrated with databases and information systems in real time and up to date

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

UKPBJ Strategic Model Change Management as a model to realize change management UKPBJ as a reliable procurement agent. UKPBJ to be able to become a Procurement Agent must meet the following requirements: UKPBJ maturity at least level 3 (three); and Have Human Resources with competence in the procurement of goods/services. Through the UKPBJ Strategic Model Change Management, change strategies can be managed to increase the maturity of UKPBJ, because in this model there is also a strategy regarding increasing professionalism and fulfilling competencies as well as providing precise HR needs for Government PBJ Managers. Furthermore, the competence of human resources can be increased if the implementation of UKPBJ provides benefits for employees, which is reflected in the percentage of respondents who strongly agree with this reaching 56.11%.

Recommendations

Recommendations for an optimal organization's maturity level development require a systematic stage of change to ensure that the maturity level matches the character of the targeted key driver. Furthermore, after all steps of change identified, it is necessary to develop a strategy that can implement the management of these changes in all of the maturity model attributes of the UKPBJ.

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