

Competence, Work Coordination, Application of Information Technology, Compensation, and Work Environment on Goods/Services Procurement Committee's Work Performance

Sri Langgeng Ratnasari¹, Asep Tomi Purnomo², Ervin Nora Susanti³, Alpino Susanto^{4*}, Gandhi Sutjahjo⁵, Widyo Winarso⁶

Universitas Riau Kepulauan, Indonesia^{1,2,3,4}, Universitas Batam, Indonesia⁵, Universitas Negeri Surabaya, Indonesia⁶

Email: sarisucahyo@yahoo.com¹, asep.tomi@gmail.com², ervin.nora@gmail.com³, susanto.alpino40@gmail.com⁴, gandhi.sucahyo@yahoo.com⁵, widyo@gmail.com⁶

*Corresponding Author

ABSTRACT

This research is intended to test and analyze the influence of competence, work coordination, application of information technology, compensation, and work environment on the work performance of good/services procurement committee in *BP* Batam partially and simultaneously. The goods/services procurement committee are those who are working in *BP* Batam consists of 3 parties; *Pejabat Pembuat Komitmen* abbreviated as *PPK* (commitment-making officer), *Kelompok Kerja Pemilihan* abbreviated as *Pokmil* (election working group), and *Pengadaan Barang/Jasa Pemerintah* abbreviated as *PBJ* (goods/service procurement). The research approach is descriptive quantitative with multiple linear regression analysis techniques. The population in this research is all of the staffs collaborated into the goods/services procurement activities. The sample in this research was selected based on a purposive sampling method. 79 staffs were selected consisting of *PPK*, *Pokmil*, and *PBJ* staffs. The results generally revealed that the work performance of goods/services procurement committee is proven to be influenced by competence, work coordination, application of information technology, compensation, and work environment. Partially it can also be stated that competency, work coordination, application of information technology, compensation, and work environment have a positive influence on the work performance of goods/services procurement committee with a correlation rate of 64.3% based on the adjusted R square value.

Keywords: Competence, Work Coordination, Application of Information Technology, Compensation, Work Performance, Work Environment

DOI: <https://doi.org/10.35145/icobima.v2i1.3528>

INTRODUCTION

One of the organizational units that plays an important role in *Badan Pengusahaan Batam* abbreviated as *BP* Batam (Batam business entity) is the *Pengadaan Barang/Jasa Pemerintah* usually abbreviated as *PBJ* which serves as a provider of goods and services. The *PBJ* is part of the *Kementerian/Lembaga/Perangkat Daerah* usually abbreviated as *KLPD* (Ministries/Institutions/Regional Apparatuses) which are financed by the *Anggaran Pendapatan dan Belanja Negara/Anggaran Pendapatan dan Belanja Daerah* abbreviated as *APBN/APBD* (state budget/province/city budget). In its duties, *PBJ* has the authority to identify initial needs up to the handover of work results. This unit plays an important role in development in national development, the public service sector and regional as well as national economic development.

As per the data collected by *AMEL* (budget realization monitoring application system belonging to Batam city government), stated that up to the June 2023 fiscal year period, the goods/services procurement planning value is 2.5 trillion rupiah with a total of 1637 packages, and the selection process is 1.4 trillion rupiah with a total of 301 packages or 18.39%. It means that up to the first semester, the planning on the goods/services procurement was still low. One of the problems that can be revealed is the low work performance of goods/services procurement.

PBJ is essential effort by the user to obtain and/or realize the desired goods and services through specific methods and approach to reach an agreement on price, time, and others. So that the essence of the goods/services procurement can be carried out as well as possible. Either the user or provider, must always adhere to the philosophy of goods/services procurement to comply with ethics and applicable norms based on principles, methods, and specification.

Referring to the goods/services procurement committee consists of *PPK*, *Pokmil*, and *PBJ* staffs. Based on *Perpres* (Presidential Regulation) no. 16 year 2018, article 74 paragraph (2), states that the human resources of goods/services procurement in paragraph (1) letter b and paragraph (1) letter c should have competence in the activities to meet government requirement. In the article 88 letter (b) also states that the *PPK*, *Pokmil*, *PBJ* managed by civil servant as intended in article 74 paragraph (1) letter b, required to have a certificate of competency to deal with any procurement goods/services activities for government no later than 31 December 2023.

The goods/services procurement committees' competency is the competency of *PPK*, *Pokmil*, and *PBJ* staffs who play a role in the goods/services procurement process based on the level of technical and operational knowledge and skills from various backgrounds. A phenomenon that often occurs so far is that the goods/services procurement activities is in some cases delayed due to factors of knowledge, ability and experience. What's even worse is the lack of comprehensive understanding regarding information technology applications and systems, making procurement far from the *Rencana Umum Pengadaan* (general procurement plan). Furthermore, the status of goods/services procurement committees' human resources are still ad hoc. The goods/services procurement work is considered additional job, not well-managed nor focus. As a result, what had been planned was delayed and what required not optimally achieved. It was one of the auditor's findings. As suspected, there was a tendency of *modus operandi* among staffs who were not performing inniciated something that detrimental to the government. This was the situation that should be addressed for the improvement, yet the competency certification in accordance with applicable regulations is as must (Rengganis et al., 2021).

Another problem that has also emerged is that the *Unit Kerja Pengadaan Barang/Jasa* usually abbreviated as *UKPBJ* (Goods/Services Procurement Work Unit) has not yet been established within the *BP* Batam structure as a work coordinator. In fact, *UKPBJ* is a *goods/services procurement* center of excellence, managing such electronics, services procurement service, human resource development, mentoring, consultation, and/or technical guidance (Unit Kerja Pengadaan Barang/Jasa, 2021; Syandri Pratama, 2022). In reality, the goods/services procurement committee are still considered posted on their previous main based, mwhich means not dedicated to the committee. This situation could drive to the situation among the goods/services procurement committee a bit difficult. If committee are still considered be part of the original base post, the position of the committee better coordination. Moreover the work coordination amongthe committee members carried out horizontall, no hirachy. Horizontal is interpreted as in the same level, so that there is no tiered chain of command that can function to provide sanctions if there are deviations from unruly officials. Coordination between leaders and the assigned procurement committee is often hampered by misunderstandings due to lack of communication, due to human and technical factors. Ego traits and work behavior also have an impact on work coordination patterns. Thus, integrity and dedication are very necessary in working so that the goals to be achieved can be maximized.

E-procurement is an auction system for procuring goods/services by the government utilizing internet-based technology and the application of information technology facilities. Before the implementation of e-procurement, the process of procuring goods and services was carried out in a conventional way. The formation of an e-procurement system is expected to transform the procurement process for the better (Canazza, 2018; Qotimah, 2017). However, the phenomenon of using this system still raises obstacles to the implementation stage. In reality, the procurement activities in some cases still employ such a conventional or manual (offline). A direct appointment procurement methods and direct procurement of internet networks and inadequate procurement support servers implemented. Electronic procurement applications are too complicated and there is minimal socialization and monitoring of the electronic procurement process. It seems the adaptation on the new system utilizing the e-procurement still not optimally practiced.

Implementers of procurement of goods/services are given an honorarium in accordance with Ministry of Finance regulations regarding input cost standards (Qotimah, 2017). However, due to the insufficient fee, the procurement not well organized. Moreover some parties feel anxiety of the procurement activities Legal consequences that may arise because procurement activities are full of irregularities and discrepancies between reports and realization. Those found playing will face the law. The mismatch between pay and risk is the opinion of some of those involved in procurement, and this is a situation that does not make this process easy.

The work environment phenomenon in the goods and services procurement service section is limited infrastructure in the physical environment and non-physical (psychic) environment. In some cases, personal equipment such as vehicles and laptops from *PBJ* perpetrators are used in the field. This is a complaint that is often expressed by *procurement committee amongst*. Another unpleasant example is that the air circulation in the work space in the goods and services procurement section is very minimal. Some employees work while smoking

in the office, making the room conditions uncomfortable and unhealthy. In terms of the psychological environment, discomfort is felt due to excessive burdens in a very short time, a so-called work pressure. Situations like this of course cause feelings of stress for the affected employees. Unequal distribution of work is one of the triggers for this to happen. Those who are placed in committee positions also still serve in their previous positions, thus creating double work.

In order to keep government activities running well, the government must have employees who are knowledgeable and highly skilled and strive to manage the organization as optimally as possible so that employee work performance increases (Karunia et al., 2023; Wahendra et al., 2021) Work performance is the implementation of the plan that has been prepared by (Wahendra et al., 2021; Wibowo, 2016). Thus, work performance implementation is carried out by human resources who have the ability, competence, motivation and interests (Mirnasari, 2020; NELLI, 2022; Ratnasari, 2019). Good work performance is optimal performance that meets organizational standards and supports the achievement of organizational goals (Sari, 2021; Wibowo, 2016). A good organization is an organization that tries to improve the capabilities of its human resources, because this is a key factor in improving employees' work performance (Mirnasari, 2020; Wahendra et al., 2021; Wibowo, 2016).

Aforementioned, the problem formulation in this research is to investigate if the competence, work coordination, application of information technology, compensation, and work environment simultaneously influence the work performance of goods/services procurement committee. It is hoped that this research will be of benefit to decision makers, especially government agencies, in determining policy direction related to improving the work the work performance of procurement committee. It is also expected the research to be as a reference for the next similar reserch and also as a contribution to a better understanding of how certain factors can influence employees' work performance in the organizational context.

RESEARCH METHODS

This type of research employed a quantitative descriptive approach. Measurement of quantitative data variables through statistical calculations with the help of the SPSS program (Spencer Clark, Suzanne Porath, Julie Thiele, 2020). The location for this research is within the *BP* Batam. The population in this research is all staffs who employed for the service/goos procurement activities in *BP* Batam. The sample used in this research was selected based on the purposive sampling method, namely *PPK*, *Pokmil*, and *PBJ* staffs who are responsible for the procurement of goods/services in *BP* Batam. A total of 79 respondents were involved in this research, consisting of 35 participants from *PPK*, 20 respondents from *Pokmil*, and 24 participants from *PBJ*.

The independent variables are Competence (X1), Work Coordination (X2), Application of Information Technology (X3), Compensation (X4), Work Environment (X5), while the dependent variable is the work performance of Goods/Services Procurement Committee (Y). The detail of the instrument of the research depicted in table 1.

Table 1. Instrument table

No	Variable	Indicator	Item	scale
1	Competency (Gordon, 2018)	1. Knowledge 2. Understanding 3. Ability 4. Value 5. Attitude 6. Interests	1,2,3, 4,5	Likert (1- 5 scale)
2	Work Coordination (Hasibuan, 2019; Mahalingam, 2022)	1. Vertical Coordination 2. Horizontal Coordination	6,7,8, 9,10	Likert (1- 5 scale)
3	The application of Information Technology (Sutarman, 2022)	1. Speed 2. Consistency 3. Precision 4. Reliability	11,12,13, 14,15	Likert (1- 5 scale)
4	Compensation (Rivai, 2015)	1. Honorarium	16,17,18, 19,20	Likert (1- 5 scale)
5	Work Environment (Mailani et al., 2022)	1. Physical Work Environment 2. Non-Physical Work Environment	21,22,23, 24,25	Likert (1- 5 scale)

No	Variable	Indicator	Item	scale
6	Work Performance (Gomes, Cardoso, 2018) <i>PP</i> (Indonesia government regulation) No. 30 year 2019 <i>tentang Penilaian Kinerja</i> (regarding the work performance appraisal)	1. Quantity of work 2. Quality of work 3. Job knowledge 4. Creativeness 5. Cooperation 6. Dependability 7. Initiative 8. Personal qualities	1,2,3, 4,5,6, 7,8,9, 10,11,12, 13,14,15	Likert (1- 5 scale)

A Likert scale is a rating scale type found on survey questionnaires measuring how the levels of agreement (Sivakumar & Lukose, 2017; Susanto et al., 2022) The scale used to measure dependent and independent variable indicators uses a Likert Scale score of 1-5, with the following details:

1. Rating scale 5 = SS (Strongly Agree)
2. Rating scale 4 = S (Agree)
3. Rating scale 3 = RR (Undecided)
4. Rating scale 2 = TS (Disagree)
5. Rating scale 1 = STS (Strongly Disagree)

The data analysis technique in this research uses multiple linear regression analysis which includes descriptive statistical analysis, data quality testing, classical assumption testing, and hypothesis testing. In testing the hypothesis, an equation was developed to express the relationship between the dependent variable, namely Y (in this case the work performance of goods/services procurement committee in *BP* Batam) toward the independent variables, namely X1 (Competence), X2 (Work Coordination), X3 (application of Information Technology), X4 (Compensation), X5 (Work Environment). Hypothesis testing is carried out using multiple regression analysis which is formulated as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Information:

Y= goods/services procurement committee in *BP* Batam

X1 = Competence

X2 = Work Coordination

X3 = Application of Information Technology

X4 = Compensation

X5 = Work Environment

β_1 = Competency regression coefficient

β_2 = Work Coordination regression coefficient

β_3 = regression coefficient for the application of information technology

β_4 = Compensation regression coefficient

β_5 = Work Environment regression coefficient α = constant e = error

The data analysis technique in this research uses multiple linear regression analysis which includes descriptive statistical analysis, data quality testing, classical assumption testing, and hypothesis testing.

RESULTS AND DISCUSSION

Of the 79 samples in this study, 6 variables were investigated. Minimum to maximum values with mean values in table 2. Average values and standard deviation are in the dependent variable.

Tabel 2. Descriptive Statistics

Variabel	N	Minimum	Maximum	Mean	Std. Deviation
Competency (X1)	79	10	25	19.72	3.238
Work Coordination (X2)	79	13	25	21.71	2.593
Application of Information Technology (X3)	79	14	25	21.57	2.600
Compensation (X4)	79	13	25	21.00	3.305
Work Environment (X5)	79	15	25	22.24	2.138
Work Performance of goods/services procurement committee (Y)	79	45	75	67.32	5.917
Valid N (listwise)	79				

Testing the analytical prerequisites for survey research (one variable) uses a data normality test, namely validity test, reliability test, classic assumption test: normality test, multicollinearity test, and heteroscedasticity test (Pradono et al., 2018; Riyanto & Hatmawan, 2020). Hypothesis testing is carried out to find out whether this research hypothesis can be proven to be true or not (Bungin, 2005b; Hermawan & Amirullah, 2021). Hypothesis testing is carried out using multiple regression analysis as seen from the results of the coefficient of determination test, F test and t test with the following summary:

Tabel 3. Summary of Multiple Linear Regression Test Results

Variabel	B	t-count	Sig t	Remark
(Constant)	17.676			
Competency (X1)	0.661	4.408	0.000	Significant
Work Coordination (X2)	0.508	2.189	0.032	Significant
Application of Information Technology (X3)	0.395	2.039	0.045	Significant
Compensation (X4)	0.331	2.047	0.044	Significant
Work Environment (X5)	0.455	2.050	0.044	Significant
F-count	29.037			
Sig F	0.000			
Adjusted R Square	0.643			

In the multiple linear regression analysis model, it will be tested simultaneously (F test) or partially (t test) (Bungin, 2005a). The conditions for the significance test of the F test and t test are as follows: Accepting H_0 : if the probability (p) ≤ 0.05 means that the independent variable simultaneously or partially has a significant influence on the dependent variable. Multiple linear regression calculations using the SPSS program obtained the following results: $Y = 17.676 + 0.661X_1 + 0.508X_2 + 0.395X_3 + 0.331X_4 + 0.455X_5 + e$ Constant (α) = 17.676 This means that if there are no variables Competence (X1), Work Coordination (X2), Application of Information Technology (X3), Compensation (X4), and Work Environment (X5) that influence the work performance of goods/services procurement committee in *BP* Batam. The work performance is amounted to 17,676 units.

The coefficient of determination (adjusted R square) = 0.643, attached in the table 4. The amount means that the variables Competence (X1), Work Coordination (X2), Application of Information Technology (X3), Compensation (X4), and Work Environment (X5) together influence the Work Performance of the Goods/Services Procurement Committee amounted to 64.3%, the remaining 35.7% was influenced by other variables not included in the research model.

Tabel 4. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 ^a	.665	.643	3.538

Table 5. F test result

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1817.315	5	363.463	29.037	.000 ^b
	Residual	913.774	73	12.517		
	Total	2731.089	78			

The table shows the calculated F value as 29,037 and the probability as 0.000. Because sig 0.000 < 0.05, it can be concluded that the variables Competence (X1), Work Coordination (X2), Application of Information Technology (X3), Compensation (X4), and Work Environment (X5) together influence the goods/services procurement committees' work performance.

Table 6. t-test result

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.676	4.709		3.753	.000
Competency (X1)	.661	.150	.361	4.408	.000
Work Coordination (X2)	.508	.232	.223	2.189	.032
1 the Application of Information Technology (X3)	.395	.194	.173	2.039	.045
Compensation (X4)	.331	.162	.185	2.047	.044
Work Environment (X5)	.455	.222	.164	2.050	.044

Note: The partial t test was carried out to determine the partial influence between the independent variable and the dependent variable.

Discussion

The influence of competency on the work performance of Goods/Services Procurement Committee

Testing hypothesis 1 (H1) through statistical analysis shows that there is a positive and significant influence of competence on the work performance of the goods/services procurement committee. It can be interpreted that the better the competence possessed by goods/services procurement committee covering all parties of *PPK*, *Pokmil* and *PBJ* staffs, the better their work performance would be. The results of this research are in line with research conducted by Herlambang, Sinaga, and Sihombing (2022), which shows that the better the competencies you have, the better your work performance and motivation will be with a significance value of $0.000 < 0.05$. Several aspects of the competency concept according to (Gordon, 2018), namely knowledge, understanding, ability, value, attitude, and interest. In this case, the competencies possessed by goods/services procurement committee in this research *PPK*, *Pokmil*, and *PBJ staffs* must certainly have these five aspects to support optimal work performance.

Apart from that, based on the results of data processing which shows that there is a positive influence between competence on work performance, of course it shows that the work performance of the *PPK*, *Pomil* and *PBJ* staffs was generally in accordance with their main duties and functions to meet maximum results. However, looking into the questionnaire result, there were still employees who feel that their competencies were not optimal, this could be due to the assignment to the new post of procurement site not appropriate of need more time to adapt. A full support in term of attitude, attention, appraisal, to maximize the work performance. Apart from that, the level of education and work experience can also indirectly influence the competencies possessed, thereby impacting the resulting work performance.

The influence of Work Coordination on the Work Performance of Goods/services Procurement Committee

Testing hypothesis 2 (H2) through statistical analysis shows that there is a positive and significant influence of work coordination on the work performance. This shows that the better the work coordination carried out during procurement activities by *PPK*, *Pokmil* and *PBJ* staffs, the better the work performance of the goods/services procurement committee would be. The results of this research are in line with research conducted by (Nainggolan et al., 2022), which shows that good coordination between employees will influence employee work performance with a significance value of $0.000 < 0.05$.

Work coordination is divided into two large parts, namely vertical coordination and horizontal coordination (Hasibuan, 2019; Mahalingam, 2022). Vertical coordination is the integration of activities, direction carried out by superiors regarding the activities of units and work units under their authority and responsibility. Meanwhile, horizontal coordination is coordinating actions or unifying activities, directing activities carried out at the same level of organization (apparatus). In terms of the goods/services procurement process, the coordination pattern between *PPK*, *Pokmil* and internal *PBJ* staffs certainly has a big influence on the resulting work performance, this is in line with the data analysis that has been carried out previously. Apart from internal coordination patterns, of course the process of procuring goods/services cannot be separated from coordination with external parties. Therefore, the main point in coordination is good communication among goods/services procurement committee. To minimize coordination problems is the expected level.

The influence of the Application of Information Technology on the Work Performance of Goods/Services Procurement Committee

Testing hypothesis 3 (H3) through statistical analysis shows that there is a positive and significant influence of the application of information technology on the work performance. This shows that the better the mastery of the application of information technology by goods/services procurement committee, the better the work performance would be. The results of this research are also in line with research conducted by (Aseb Sebastian, 2022), showing that the application of information technology has a significant and positive effect on employees' work performance with a significance value of $0.018 < 0.05$.

The application of information technology can provide convenience in the work performance phenomenon (Apriliani & Wijaya, 2021). Regarding the goods/services procurement process, currently the role of information technology is one of the main roles, this is because all goods/services procurement processes have been directed through a systematic and accountable system. Therefore, the role of *PPK*, *Pokmil*, and *PBJ staffs* through the procurement activities should not be separated from the help of information technology application. There are many systems and applications developed by the government related to the goods/services procurement process, in fact every year there are always developments to adapt new regulations or procurement patterns. Therefore, the role of the *PPK*, *Pokmil* and *PBJ* staffs in mastering information technology application, especially those related to the work performance of goods/services procurement committee, is important considering the rapid changes. There is a need for reliability in adapting to changes that occur while still paying attention to the accuracy of performance. Thus, the results of this research can be said to be in line with existing conditions, where the application of information technology do influence the performance of goods/services procurement committee activities.

The effect of Compensation on the Work Performance of the Goods/Services Procurement Committee

Testing hypothesis 4 (H4) through statistical analysis showed that there was a positive and significant influence of compensation on the work performance of goods/services procurement committee. The result indicated that the better the compensation given, the better the work performance would be. The results of this research are also in line with research conducted by (Asniwati, 2022), which shows that compensation has a positive influence on employees' work performance with a significance value of $0.000 < 0.05$. According to (Rivai, 2015), compensation can be in the form of salary, honorarium/wages, and incentives. The balanced compensation will instinctively make people more enthusiastic about working.

The influence of the Work Environment on the Work Performance of Goods/Services Procurement Committee

Testing hypothesis 5 (H5) through statistical analysis shows that there is a positive influence of the work environment on the work performance of goods/services procurement committee. This shows that the better the existing work environment, the better work performance would be. The results of this research are in line with research conducted by (Syukri et al., 2021), which shows that a good work environment will influence employee work performance with a significance value of $0.000 < 0.05$. According to (Hasibuan, 2019) broadly speaking there are two types of work environment, namely the physical and the non-physical work environment. The physical work environment tends to be more about existing facilities and infrastructure, while the non-physical work environment is more about relationships between employees which are also related to work coordination. Therefore, of course this work environment has an influence on employee work performance. However, sometimes the work environment is not always the main concern, hence nullified in some cases. Having a comfortable work environment certainly provides a sense of security, so that work focus can increase. The majority of respondents stated that the work environment as of now either physical or non-physical had met the criteria. From the average respondents to the five questions hit 22.24 out of a maximum score of 25.

The Influence of Competence, Work Coordination, Application of Information Technology, Compensation, and Work Environment on the Work Performance of Goods/Services Procurement Committee

Simultaneous hypothesis testing shows that the variables Competence, Work Coordination, application of Information Technology, Compensation, and Work Environment had a positive and significant effect on the work performance of good/services procurement committee. However, if we look at the coefficient of determination (Adjusted R Square) value of 0.643 or 64.3%, indicated that there were still 35.7% remains out of the performance. The remains 35.7% indicated the other factors that might influence work performance. Apart from the many factors, this research which focuses on the work performance of the *PPK, Pokmil, and PBJ staffs* has at least shown an influence on all the independent variables in this research. Therefore, it can be said that all work performance theories listed in this research do show a positive and significant influence based on the results of the data processing that has been carried out.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

In general, this research reveals that all independent variables influence goods/services procurement performance. If we look at it based on the coefficient of determination (Adjusted R Square), it means that the variables Competence, Work Coordination, application of Information Technology, Compensation and Work Environment together influence the work performance of goods/services procurement committee by 64.3%, the remaining 35.7% influenced by other variables not included in the research model. Thus, there are still other variables that also influence the work performance of procurement of goods/services.

Research Limitations

The limitation of this research is that data collection was only carried out using questionnaire techniques, so more in-depth information cannot be obtained regarding the causes and effects of the results of this research. Besides that, the research location is only limited one institution, *BP Batam*. It may not be optimal to generalize all phenomena within the government sphere that implements the goods/services procurement process.

Recommendation

The suggestions put forward by researchers are as follows:

1. The role and competency certificate is not just a matter of having it, but it is necessary to emphasize an understanding of the main tasks and functions so that the competencies possessed can be said to be appropriate. Apart from that, the ability to adapt to new tasks and duties also needs to be emphasized considering that changes in positions often occur. A quick adaptation to the new technology is not only a need but also a must.
2. The level of work coordination can still be improved considering the role of information technology to facilitate work coordination anywhere and at any time. Therefore, if there is a misunderstanding in coordination, it can be corrected immediately. Coordination barriers between superiors, subordinates or fellow employees can also be minimized with good coordination patterns to achieve organizational goals. Therefore, it is hoped that in the future, work coordination among all parties to be improved.
3. Human resources have a key role and are required to follow existing developments. This can be done through technical guidance or special training to learn about developments in information technology, especially for those goods/services procurement activities, acquiring the maximum work performance.
4. *BP Batam* is designated as a *Badan Layanan Umum* abbreviated as *BLU* (Public Service Agency) which has the power to manage finances including determining honorarium. Evaluation and honor systems in the procurement process are things that need to be done if changes cannot be changed in the middle of the process, at least there is a match between work risks and wages. The work environment has the highest average of descriptive statistical test results compared to other variables, however it needs to be maintained considering that the work environment will not always be comfortable if the physical and non-physical work environment factors are not in harmony. Therefore, it is necessary to instill awareness primarily among *procurement committee* to continue to maintain the physical work environment and non-physical work environment, so that it does not become a factor that hinders the work performance of procurement committee.

5. The work performance of goods/services procurement committee in this research is influenced by competence, work coordination, application of information technology, compensation, and work environment, therefore for further research we can explore other variables to find out other things which influences the work performance of goods/services procurement committee. Apart from that, the research object can also be expanded or in a different location so that more optimal results can be seen.

REFERENCES

- Apriliani, N. K. A., & Wijaya, P. Y. (2021). Peran Komunikasi dan Penerapan Teknologi Informasi Dalam Meningkatkan Kinerja Pegawai Putu Yudy Wijaya (2) (1)(2). *Widya Amrita, Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 1(3).
- Aseb Sebastian. (2022). *PENGARUH PENGGUNAAN TEKNOLOGI INFORMASI, KOMUNIKASI, GAYA KEPEMIMPINAN DAN PENEMPATAN KERJA TERHADAP KINERJA (Studi Kasus Pada Pegawai Dinas Kominfo Kabupaten Empat Lawang)* (pp. 1–9).
- Asniwati, A. (2022). Pengaruh Kompensasi Dan Kompetensi Terhadap Kinerja Pegawai. *Jesya*, 5(2). <https://doi.org/10.36778/jesya.v5i2.716>
- Bungin, H. M. B. (2005a). *Quantitative Research Methodology: Second Edition (in Indonesian)*. Kencana.
- Bungin, H. M. B. (2005b). *Quantitative Research Methodology: Second Edition (Metodologi Penelitian Kuantitatif: Edisi Kedua)*. In *Kencana*.
- Canazza, M. R. (2018). The Internet as a global public good and the role of governments and multilateral organizations in global internet governance. *Meridiano 47 - Journal of Global Studies*, 19. <https://doi.org/10.20889/m47e19007>
- Gomes, Cardoso, F. (2018). Manajemen Sumber Daya Manusia. In *Yogyakarta: Andi*.
- Gordon, J. (2018). *Pembelajaran Kompetensi*. Rineka Cipta.
- Hasibuan. (2019). MANAJEMEN SUMBER DAYA MANUSIA. *Jurnal Manajemen Pendidikan*, 9(2).
- Hermawan, S., & Amirullah. (2021). Metode Penelitian Bisnis: Pendekatan Kuantitatif & kualitatif. *Metode Penelitian Bisnis Bandung*.
- Karunia, R. L., Darmawansyah, D., Dewi, K. S., & Prasetyo, J. H. (2023). The Importance of Good Governance in the Government Organization. *HighTech and Innovation Journal*, 4(1). <https://doi.org/10.28991/HIJ-2023-04-01-06>
- Unit Kerja Pengadaan Barang/Jasa, Berita Negara Republik Indonesia (2021).
- Mahalingam, A. (2022). How institutional intermediaries handle institutional complexity in vanguard megaproject settings. *International Journal of Project Management*, 40(4). <https://doi.org/10.1016/j.ijproman.2022.04.007>
- Mailani, S. B., Achmadi, & Syahrudin, H. (2022). Pengaruh Lingkungan Kerja Fisik dan Non Fisik Terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis (JAB)*, 61(2).
- Mirnasari, T. (2020). PENGARUH MOTIVASI KERJA TERHADAP PENINGKATAN KINERJA KARYAWAN PADA CV. SENTOSA DI BANDAR LAMPUNG. *JMMS*, 4(1). <https://doi.org/10.24967/jmms.v4i1.719>
- Nainggolan, M. U., Johannes, J., & Rosita, S. (2022). PENGARUH KOORDINASI TERHADAP KINERJA DENGAN KEPUASAN SEBAGAI VARIABEL INTERVENING (The Effect of Coordination on Performance With Satisfaction as Intervening Variable). *Jurnal Manajemen Terapan Dan Keuangan*, 10(02). <https://doi.org/10.22437/jmk.v10i02.13172>
- NELLI, N. (2022). PENGARUH GAYA KEPEMIMPINAN, DISIPLIN KERJA DAN MOTIVASI KERJA TERHADAP KINERJA PEGAWAI KECAMATAN BATULAPPA DI KABUPATEN PINRANG. *Jurnal BISNIS & KEWIRAUSAHAAN*, 11(4). <https://doi.org/10.37476/jbk.v11i4.3112>
- Pradono, J., Hapsari, D., Supardi, S., & Budiarto, W. (2018). Buku panduan manajemen penelitian kuantitatif. In *Lembaga Penerbit Badan Penelitian dan Pengembangan Kesehatan (Vol. 53, Issue 9)*.

- Qotimah, K. (2017). Sistem Informasi E-Procurement Untuk Mewujudkan Proses Pelelangan Barang dan Jasa Yang Transparan, Efisien dan Akuntabel. *Journal of Information Engineering and Educational Technology*, 1(1). <https://doi.org/10.26740/jieet.v1n1.p1-8>
- Ratnasari, S. L. (2019). Human Capital Manajemen Sumber Daya Manusia. In *PT. Jakarta, Gramedia Widiasarana Indonesia*.
- Rengganis, C., Nurunnisa, M., & Sulthan Maulana, M. (2021). KORUPSI, DROIT DE SUIT PADA PENGADAAN BARANG DAN JASA PEMERINTAH. *Indonesian Rich Journal*, 2(2). <https://doi.org/10.31092/irj.v2i2.27>
- Rivai. (2015). Manajemen Sumber Daya Manusia. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*.
- Riyanto, S., & Hatmawan, A. A. (2020). Metode Riset Penelitian Kuantitatif Penelitian Di Bidang Manajemen, Teknik, Pendidikan Dan Eksperimen. In *Deepublish*.
- Sari, H. D. D. (2021). Pengaruh Good Governance , Komitmen Organisasi dan Pengawasan Inetrnal Terhadap Kinerja OPD : Budaya Organisasi sebagai Variabel Pemoderasi. *Jurnal Ilmu Dan Riset Akuntansi*, 10(4).
- Sivakumar, S., & Lukose, L. P. (2017). How to read, assess and write a research article. *The Indian Law Institute*, 59(2).
- Spencer Clark, Suzanne Porath, Julie Thiele, M. J. (2020). *Action Research*. New Prairie Press. <https://kstatelibraries.pressbooks.pub/gradactionresearch/>
- Susanto, A., Khairiyah, K. Y., Dzirusyidi, Z., & Sugiharti, S. (2022). Online English language learning among tertiary students. *Journal of Education and Learning (EduLearn)*, 16(2), 273–283. <https://doi.org/10.11591/edulearn.v16i2.20457>
- Syandri Pratama, R. (2022). Implementasi Change Management pada Unit Kerja Pengadaan Barang/Jasa. *Jurnal Pengadaan Barang/Jasa*, 1(1). <https://doi.org/10.55961/jpbj.v1i1.10>
- Syukri, A., Krisnaldy, K., & Pasaribu, V. L. D. (2021). PENGARUH KOMPENSASI DAN LINGKUNGAN KERJA TERHADAP KINERJA PEGAWAI. *JURNAL SeMaRaK*, 4(3). <https://doi.org/10.32493/smk.v4i3.13407>
- Wahendra, A., Astuti, N., & ... (2021). Pengaruh Kompetensi, Motivasi Dan Pelatihan Terhadap Kinerja Pegawai (Studi Kasus Pada Pt Pln (Persero) Unit Induk Wilayah. *Jurnal Progresif ...*, 8(1).
- Wibowo. (2016). Manajemen Kinerja. In *Buku: Vol. edisi 5*.