

## SUPERVISION MANAGEMENT OF GOODS AND SERVICES PROCUREMENT BUREAU REGIONAL SECRETARIAT OF NORTH SUMATRA PROVINCE

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### ABSTRACT

*This study aims to find out how the supervisory management process in the implementation of goods/services procurement at the Regional Secretariat of North Sumatra Province is based on quality and quantity aspects as well as time aspects. This research was conducted using a descriptive method with a qualitative approach. Data collection techniques were carried out by document review and interviews. Based on the two aspects measured, namely the quality and quantity aspects and the time aspect which shows that the implementation of the procurement of goods/services at the Regional Secretariat of North Sumatra Province has been going quite well and has followed the applicable regulations. In an effort to optimize the implementation of the procurement of goods/services in the following year, the authors suggest that in terms of quality and quantity, it is hoped that there will be an increase in accelerating the process of procurement of goods/services. In the aspect of time, it is advisable to keep abreast of the development of regulations and provisions for the procurement of goods/services to maintain the quality of the results of the procurement which has been going quite well.*

*Keywords: Supervision, Goods/Services, Aspects of Quality and Quantity, Aspects of Time*

### A. INTRODUCTION

For an organization, be it a government organization or a private organization, to achieve a goal it is necessary to have elements that support the operational running of the organization. One of the most important resource elements and the most valuable asset in an organization's environment is human beings. Thus the human position has a very strategic and decisive role, both as an object and as a subject for all organizational activities. In planning, formulating, establishing and implementing various organizational activities in achieving its goals.

The potential of human resources is a very decisive investment in achieving all goals and success of the organization. Therefore it is necessary to develop knowledge and abilities so that they can carry out their duties properly, because employee performance makes a very important contribution to achieving predetermined organizational goals. To support this, it is necessary to have a leader who is able to encourage, direct, and supervise the implementation of the work of employees. Supervision activities are not to find fault, but to prevent errors and irregularities committed by employees early, so that prevention and

improvement and streamlining can be carried out immediately. Therefore, monitoring activities are needed to improve work procedures, both preventive.

Supervision is one of the important elements of the government management function in order to achieve the goals set in an efficient and effective manner. Supervision is also an important element in the framework of carrying out general government and development tasks, towards the realization of a clean and authoritative government. As Presidential Instruction Number 63 of 2003 concerning Guidelines for Supervision Article 2 paragraph (1), it is stated that: Supervision consists of supervision carried out by leaders/direct superiors, both at the central and regional levels and supervision carried out functionally by supervisory apparatus. Meanwhile, supervision is carried out by the direct leadership/superior in an internal institutional manner. The government must implement an open and democratic political system in this reform era. The public has the right to guarantee access to public information or freedom of information, as stipulated in the law. One of them is improving and maximizing public services provided to the community through policies or regulations that are effective, efficient, and open or transparent. The Indonesian government's policy in Law Number 14 of 2008 concerning Public Information Disclosure which was amended on April 30 2008 and implemented in 2010. Realizing good state governance, which requires transparency, effectiveness and accountability, is one of the main objectives of the regulation . One of them

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Direct supervision carried out by the direct leadership, in this case the Head of Procurement of Goods and Services at the Regional Secretariat of Sumatra Province or the direct supervisor, naturally carries out the supervisory function. Supervision that is carried out on an ongoing basis can encourage subordinates to further increase work creativity with a full sense of responsibility for the duties they carry out as servants of the state and servants of the community. In the context of procurement of goods, in general the government has prepared the applicable rules and regulations regarding the procurement of goods/services, such as Republic of Indonesia Presidential

Regulation Number 54 of 2010 Article 1 is an activity to obtain goods/services by Ministries/Institutions/Regional Work Units/Other Agencies whose process starts from planning needs until the completion of all activities to obtain goods/services. The purpose of this presidential decree to come into effect is that the implementation of the procurement of goods which is partly or wholly financed by the APBN/Companies is carried out efficiently, effectively, openly and competitively, transparently, fairly/non-discriminatory and accountable.

The definition of management as stated by Hasibuan (2005) is: "Science and art regulate the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal". Then Stoner (1992), suggests management is: "The process of planning, organizing, leading and controlling the efforts of organization members and of using all other organizational resources to achieve stated organizational goals". This opinion can be said that management is a collaborative process by optimizing resources to achieve organizational goals effectively and efficiently through certain strategies, planning, implementation and supervision.

Meanwhile, according to Terry (1997), management can be defined as follows: Management is a distinct process consisting of planning, organizing, actuating, and controlling in each of both science and art, and followed in order to accomplish predetermined objectives. Management within the limits given by Terry is considered a science and art in the form of a process consisting of

planning, organizing, actuating and supervising in an effort to achieve predetermined goals.

Suwatno (2001) defines the following: "Management is the science and art of managing the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal." Meanwhile Ratminto and Winarsih (2012), argued that management is: "The art and science of planning, organizing, compiling, directing and controlling human resources to achieve predetermined goals". Then Silalahi (2011) suggests that management is: The process of planning, organizing, staffing, leading and controlling to optimize the use of resources and carry out tasks in achieving organizational goals effectively and efficiently. Handayaningrat (2006), states management is:

Koontz & O' Donnel (1992), argues that: Management is getting things done through people bringing about this coordinating of group activity the manager, as a manager plans, organizes, staff, direct and controls the activities of other people. This opinion can be interpreted that management is a business organization to achieve a certain goal through activities between members of the organization. These conditions can be achieved through planning, organizing, placing, directing and controlling. Manullang (2002), argues that management is: "The art and science of planning, organizing, preparing, directing, and controlling resources to achieve the goals that have been set". Then Suradinata (2001), argued that: "Management is a process or ability to get results in accordance with the objectives, which is done rationally

through the activities of other people". From some of these expert opinions, it can be concluded that management is an effort to achieve certain goals through the activities of people in an organization. To achieve this, good coordination is needed including planning, organizing placement, directing and controlling. With regard to the management function, Management is a process of harmonious cooperation between two or more people to achieve predetermined goals. As a feature of management is the existence of human groups, groups consisting of two or more people, the existence of cooperation from the group, the existence of processes, the existence of guidance, leadership and supervision and the existence of goals. To find out more clearly about management functions, below the authors present some opinions of experts. With regard to the management function, Management is a process of harmonious cooperation between two or more people to achieve predetermined goals. As a feature of management is the existence of human groups, groups consisting of two or more people, the existence of cooperation from the group, the existence of processes, the existence of guidance, leadership and supervision and the existence of goals. To find out more clearly about management functions, below the authors present some opinions of experts. With regard to the management function, namely Management is a process of harmonious cooperation between two or more human beings to achieve predetermined goals. As a feature of management is the existence of human groups, groups consisting of two or more people, the existence of cooperation from the group,

the existence of processes, the existence of guidance, leadership and supervision and the existence of goals. To find out more clearly about management functions, below the authors present some opinions of experts.

According to Hasibuan (2005) management functions consist of: (1) Planning; (2) Organizing; (3) Briefing; (4) Control; (5) Procurement; (6) Development; (6) Compensation; (7) Integration; (8) Maintenance; (9) Discipline; and (10) Termination. Siagian (2008) states that management functions include the following functions: (1) Planning (Planning) is a mature thought process to be carried out in the future by determining its activities; (2) Organizing (organization) is the entire process of grouping people, equipment, activities, tasks, authorities, and responsibilities, so that it is an organization that can be mobilized as a whole in order to achieve the goals that have been determined; (3) Providing motivation (motivating).

The entire process of providing motivation (encouragement) to employees to work more passionately, so that they are aware that they want to work for the achievement of organizational goals in an efficient and effective manner; (4) Supervision (controlling) is the process of observing the implementation of all organizational activities to ensure that all work can run according to a predetermined plan; (5) Evaluation (evaluating) is the process of measuring and comparing the actual work results achieved with the results that should be achieved. The opinions of these experts indicate that management functions include planning, organizing and actuating, therefore these functions

absolutely must be carried out by leaders in achieving organizational goals.

Supervision is an action to compare the plans that have been made with the results that have been done. This is because there are often deviations between the two things. Supervision here to find and correct deviations between the results achieved from the planned activities. For more details regarding supervision, the following is the definition of supervision from several experts. Supervision is an activity that absolutely must be carried out by every leader who wants to create an effective working mechanism in order to achieve the goals that have been set in an efficient and effective manner. Supervision is one of the functions of administration and management in addition to planning and organizing,

In this regard, Siagian (2008) argues that: Supervision is the process of observing rather than the implementation of all organizational activities to ensure that all work being carried out goes according to a predetermined plan. Then Koontz & Donnell (1992) provide an understanding of supervision as follows: "Controlling is the managerial function of measuring and correcting the performance of activities of subordinates in order to assure that enterprise objectives and are being accomplished". The purpose of this opinion is that supervision is an activity of a managerial function in order to improve the implementation of various work unit activities so that they are in accordance with predetermined regulations that objective assessment will achieve perfection. Furthermore Nawawi (2000) provides an understanding of supervision

as follows: Supervision is the process of monitoring, checking and evaluating by the head of the work unit/organization on the utilization of all resources, to find out weaknesses/weaknesses and strengths/goodness, which can be used to develop units/organizations future work. Then according to Terry (Soekarna, 2007) suggests that: Supervision can be formulated as a process of determining what must be achieved, namely standards, what is being achieved, namely implementation, and if necessary make improvements, so that implementation is in line with plans, namely according to standards. examination and evaluation by the head of the work unit/organization on the utilization of all resources, to find out weaknesses/weaknesses and strengths/goodness, which can be used to develop work units/organizations in the future. Then according to Terry (Soekarna, 2007) suggests that: Supervision can be formulated as a process of determining what must be achieved, namely standards, what is being achieved, namely implementation, and if necessary make improvements, so that implementation is in line with plans, namely according to standards. examination and evaluation by the head of the work unit/organization on the utilization of all resources, to find out weaknesses/weaknesses and strengths/goodness, which can be used to develop work units/organizations in the future. Then according to Terry (Soekarna, 2007) suggests that: Supervision can be formulated as a process of determining what must be achieved, namely standards, what is being achieved, namely implementation,

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Internal control according to Ichwan (2001) is: "Supervision is carried out by a supervisory unit which is part of the supervised organization". Meanwhile Soejamto (2005), states that: "Supervision is any effort or activity to find out and assess the actual reality as it should or not". Then Handoko (2003), states that monitoring techniques include: (1) Observation (control by observation); (2) Inspection, regular and direct (control by regular and spot inspection); (3) Oral and written reporting (control by spot); and (4) Evaluation of implementation.

By understanding the meaning of supervision, it can be concluded that supervision functions to direct so that all work implementation is carried out according to the plans that have been made and achieves the goals that have been set. An unsupervised plan will lead to irregularities with no means of preventing it. Or even if the goal is achieved too, but with greater sacrifice because in its implementation there is waste without any prevention or improvement. Basically, supervision aims to find out whether the implementation of the work is carried out according to plan or not. So supervision does not mean to find other people's faults but to guide and give instructions so that what is done can be in accordance with a predetermined plan. In connection with the Principles and Objectives of Supervision that effective Supervision is a formidable tool in carrying out its functions, namely to support the achievement of the desired goals and results and prevent the

occurrence of obstacles in the implementation of activities.

Handyaningrat (2006), states the principles of supervision as follows: (1) Supervision is oriented towards organizational goals; (2) Supervision must be objective, honest and prioritize the public interest over personal interests; (3) Supervision must be oriented towards truth according to applicable regulations (*wetmatigheid*), oriented towards correctness of established procedures (*rechmatigheid*), oriented towards objectives (benefits) in carrying out work (*doelmatigheid*); (4) Supervision must ensure efficiency and effectiveness of work; (5) Supervision must be based on objective, thorough and precise standards; (6) Supervision must be continuous; and (7) The results of supervision must be able to provide feedback on improvements and improvements in implementation.

## B. RESEARCH METHODS

This type of research uses descriptive qualitative analytical methods. Bogdan and Taylor in Moleong (2010) argue that qualitative research is "a research procedure that produces descriptive data in the form of written or spoken words from people and the behavior of the observed object." Qualitative research rests on a holistic natural background, positions humans as research tools, performs inductive data analysis, is more concerned with processes than the results of research conducted, agreed upon by researchers and research subjects.

To obtain good data, precise and relevant to research needs, the authors use several data collection tools, namely

interviews and document review. The data obtained in this study are divided into two types, namely primary data and secondary data. Primary data is data taken from the first source in the field or is data obtained directly from the source. Secondary data is a source of data obtained indirectly through intermediary media. Both of these data are expected to complement each other and support the validity of the data in this study.

The interview method in this study was proposed in a structured interview, that is, with an interview guide that the researcher had prepared. Researchers conduct interviews by holding direct communication with information providers, namely people who are seen as knowing the most about matters relating to the sources and objects of research, and can be trusted to provide data and information related to research. The informants in this study included heads of equipment and procurement services, young expert budget analysts, young goods/services procurement managers, commitment-making officials, procurement officials, and users of procurement services.

The research question is a formulation of questions that will be answered through information data collection and analysis that will be used to answer the focus of research problems so that the expected results can be obtained in accordance with the research objectives. To answer the focus of the problems above, there are several research questions as follows: (1) How is the implementation of procurement of goods/services at the Regional Secretariat of North Sumatra Province from the aspect of quality and quantity of

goods/services procurement packages? and (2) How is the implementation of the procurement of goods/services at the Regional Secretariat of North Sumatra Province from the aspect of the timing of the implementation of the procurement of goods/services?

Document review examines data collection techniques in the form of literature books, documents, regulations and other media related to the research focus. The document review in this study was carried out by collecting data obtained by reviewing books, data/documents, Presidential Regulation No. 12 of 2021, LKPP Regulation No. 12 of 2021, and Minister of State Secretariat Number 5 of 2020, photos and other relating to the implementation of the procurement of goods/services of the Regional Secretariat of North Sumatra Province. The documents referred to include monitoring the implementation of goods/services procurement in 2022, documents for selecting tender package providers, and data archives. In the process of processing this data, the data obtained during the research will be selected according to the type and source obtained either through interviews or through document review based on a thorough problem focus or symptom. Information collected through interviews with key informants will then be processed briefly and systematically as well as simplified, namely in the form of transcripts of the interview results. While the data from the results of the document review will be clarified according to the symptom unit or based on the indicators being studied from each perspective, so that it is expected to

make it easier to measure the problems being examined. then it will be processed briefly and systematically as well as simplified, namely in the form of a transcript of the interview results. While the data from the results of the document review will be clarified according to the symptom unit or based on the indicators being studied from each perspective, so that it is expected to make it easier to measure the problems being examined. then it will be processed briefly and systematically as well as simplified, namely in the form of a transcript of the interview results. While the data from the results of the document review will be clarified according to the symptom unit or based on the indicators being studied from each perspective, so that it is expected to make it easier to measure the problems being examined.

### C. RESULTS AND DISCUSSION

Goods and Services Procurement Supervision Management. To find out the implementation of supervision as measured by the evaluation, in the following the authors present the results of the respondents' responses. Response To find out management oversight of the implementation of the procurement of goods and services at the Regional Secretariat of North Sumatra Province, the authors distributed questionnaires (statements) which were distributed to employees. Implementation of the procurement of goods and services, consisting of the right time, right quantity and right quality, each indicator was asked to respondents through a questionnaire.

From the research results can be

seen in table 1 below:

Table 1.

Recapitulation Results of Respondents' Responses to the Implementation of Procurement of Goods and Services at the Regional Secretariat of North Sumatra Province

No	Indicator	Score	Category
1	On time	797	Pretty good
2	Right Quantity	803	Pretty good
3	Right Quality	794	Pretty good

#### On time

The timely indicator is a measuring tool for supervising the implementation of the procurement of goods and services at the Regional Secretariat of North Sumatra Province. Timely indicators, namely accuracy in the implementation of procurement of goods in accordance with the time, procedures or provisions set by the organization. On time indicators are measured by four statements distributed to respondents. Of the four statements submitted to measure timeliness, with the assessment criteria as in table 1, a total score of 797 was obtained, including the fairly good category. Thus that the procedure for the procurement of goods and services is in accordance with the provisions that have been set.

#### Right Quantity

The precise quantity indicator is a measuring tool for supervising the implementation of the procurement of



goods and services at the Regional Secretariat of North Sumatra Province. Quantity indicator, namely the exact number of goods delivered in accordance with the number of orders at the time the tender took place. The exact quantity indicator is measured by four statements distributed to the respondents. Based on table 1, it can be seen that the implementation of the procurement of goods as measured by the quantity obtained a total score of 803, including in the fairly good category. Thus, in general, the delivery of goods has been in accordance with the number of orders at the time the tender was carried out. However, the reality is that the actual delivery of goods has not met the target set in the tender.

### **Right Quality**

The right quality indicator is a measuring tool for supervising the implementation of the procurement of goods and services at the Regional Secretariat of North Sumatra Province. The right quality indicator, namely the standard that has been set is a reference for the tender holder, which includes the standard of goods in accordance with the provisions stipulated by the Regional Secretariat of North Sumatra Province. Quality indicators are measured by four statements distributed to respondents. Based on table 1, it shows that the right quality indicator obtained a total score of 794. This score, when consulted with the assessment criteria, is in the fairly good category. Thus that the determination of the quality of goods as a reference in the implementation of the tender. However, in the results of the respondents' responses there were still several

respondents who gave responses that did not agree and strongly disagreed. This shows that the standards that have been set are often not used as a reference in the implementation of tenders. Thus that the quality of the goods is in accordance with the agreement at the time of tender. However, from the results of the respondents' responses, there were still several respondents who responded that the quality of the goods was not in accordance with the standards set at the time of the tender.

From the description of the principles of effective supervision, the writer can conclude that effective supervision is: (1) Effective supervision assists efforts to regulate the work carried out and to ensure that the implementation of the work takes place according to plan; (2) The supervisory apparatus must have sufficient knowledge, responsibility, motivation, personal integrity and be able to implement regulations and be clear in giving advice and guidance; (3) Supervision is a process that seeks to find reasons why errors occur and is carried out periodically and accompanied by proper and real follow-up; (4) Supervision starts from planning, organizing, implementing up to the results of utilization.

As for the purpose of supervision which is the process of leadership activities, the essence of supervision is to prevent as early as possible the occurrence of irregularities, waste, fraud and failure in achieving the goals to be achieved. As part of the activities and responsibilities of the leadership, to achieve this, as stated by Wursanto (1996), the objectives of supervision are: (1) Finding and eliminating the causes

that cause traffic jams before they arise; (2) Carry out prevention and repair of errors that arise; (3) Prevent deviations; (4) Educating employees to strengthen their sense of responsibility; (5) Correcting errors, deficiencies and weaknesses that arise; (6) Get efficiency and effectiveness.

From the description of the purpose of the supervision, it can be concluded that the purpose of the supervision is to realize the effectiveness of activities or irregularities or violations in the implementation of a task or activity within an organization. Supervision has several kinds of activities, which are closely related to each other in the implementation of supervision of the activities or work activities of an organization. Judging from the subjects who carry out the supervision, this supervision can be distinguished from internal and external supervision, as stated by the State Administration Agency in the book State Administration of the Republic of Indonesia (2005): (1) Internal supervision, consisting of: Inherent supervision & Functional supervision, consisting of: (a) Internal supervision of agencies, such as the Inspectorate General, Itwilkab/ Itwilkot or what is called the Internal Control Unit (SPI); and (b) Government internal supervision, as carried out by BPKP, Irjenbang. (2). External Supervision, consisting of: (a) Institutional external supervision, namely that carried out by BPKP and Inspector General of Development for other Ministries/Agencies; and (b) External government supervision, consisting of: Examination by Bapeka, Legislative Oversight, Community Oversight.

Meanwhile, according to the State Administrative Institute of the Republic of Indonesia (2005), supervision based on how it is implemented can also be distinguished based on: (1) Direct supervision, namely supervision carried out at the place where the activity takes place, namely by conducting inspections and examinations; and (2) Indirect supervision, namely supervision carried out by carrying out monitoring and reviewing reports from functional supervisory apparatus, legislative supervision and community supervision.

From these types of supervision, it can be concluded that supervision can be divided into two types, namely: (1) internal control, namely supervision carried out by officials or agencies within an organization; and (2) External supervision, namely supervision carried out by an official or agency on organizational activities from outside the official or agency's organization. Supervision is one of the organic functions of management. It is said to be an organic function of management because if this function is not carried out sooner or later it will result in the destruction of an organization. Therefore, in order for the management function to deliver the expected results, the leader of an organization must be able to understand/know the types of a supervisory process and more importantly try to fulfill as many of these types as possible in the implementation of work. Supervision can be classified in different ways according to the point of view from which it is based. Sudiby (2006) differentiates supervision into several types including: (1) Types of Supervision according to time, namely: (a)

Supervision carried out before the activity begins; (b) Supervision carried out while the activity is being carried out; and (c) Supervision carried out after the activity has been completed. (2) Types of Supervision according to how it is implemented, namely: (a) Direct supervision is supervision carried out at the place where the activity takes place; and (b) Direct supervision is supervision carried out by monitoring and reviewing reports. (3) Types of Supervision according to Subjects who carry out supervision, namely: (a) Inherent Supervision (Waskat), is supervision carried out by each leader on subordinates and work units they lead, namely: Supervision of Direct Supervisors (PAL) & Management Control Systems ( SPM); (b) Functional Supervision (Wasnal), is supervision carried out by apparatus whose main task is to supervise, namely: Direct Supervision (PL) and Indirect Supervision (PTL); (c) Legislative Oversight (Wasleg), is oversight carried out by the People's Representative Council; and (d) Community Monitoring (Wasmas),

Furthermore Handyaningrat (2006) expressed his opinion as follows: Supervision from outside. Monitoring from within Preventive supervision Refresive supervision. So the authors can conclude that supervision can be distinguished in several types, both in terms of time, method of implementation, and the subjects who carry out supervision. However, in principle, supervision is an act of evaluating/remedial action on subordinates to ensure that the implementation of activities is in

accordance with the plan in the sense that it does not conflict with the goals and plans. If there are deviations, it is necessary to take corrective action immediately. In short, all management functions will not be effective without regard to the supervisory function. In order to achieve organizational goals, it always goes through the implementation phases or the implementation process, namely planning, organize, organize, direct and supervise. Likewise in the implementation of supervisory duties to facilitate its implementation, several phases must also be carried out.

As for the phases and process of supervision that will be put forward in this change, Manulang (2002) divides the supervision process into several phases as follows: (1) Establishes measuring devices (standards); (2) Conduct evaluation (evaluation): and (3) Carry out corrective action. Then Handyaningrat (2006), suggests the process of implementing supervision is as follows: (1) Observation and re-examination; (2) Give examples; (3) Report notes; (4) Limitation of authority; (5) Determine regulations, orders and procedures; (5) Budget: and (6) Censorship Disciplinary action.

Based on this opinion that setting measuring devices (standards) in the first phase of leadership must determine or set standards for measuring devices, as standards or measurements in supervision are determined by planning even basically the whole planning itself is a standard. The standard is a measure that is determined on the basis of the consequences that actually occur can be assessed. The standard indicates a

statement or purpose of the company or part of the goal on the basis of which the tasks carried out can be measured. Standards in physical form are all standards used to assess or measure the results of the work of subordinates and are tangible not in the form of money, these standards are usually found at the operational level where materials/materials, machines that produce goods/services. So this standard can indicate a measure that is quantitative, qualitative and time used. Standards in the form of money are all the standards used to assess or measure the work of subordinates in the form of amounts of money, such as costs, income standards and capital standards. Cost standards include bases for measuring that reflect the expenditure of money to realize a program or an element of a program. Standard revenue arises from applying monetary values to sales. Cost standards include bases for measuring that reflect the expenditure of money to realize a program or an element of a program. Standard revenue arises from applying monetary values to sales. Cost standards include bases for measuring that reflect the expenditure of money to realize a program or an element of a program. Standard revenue arises from applying monetary values to sales.

To create conditions for supervision Handyaningrat (2006), put forward general conditions for supervision, as follows: (1) Determine good and enforceable supervision standards; (2) Avoid any pressure, coercion, which causes deviation from the purpose of supervision itself; and (3) Make corrections to plans that can be used to make improvements and improvements to

future plans. Based on this opinion, the conditions for supervision are as follows: (1) Provide opportunities for supervised parties to provide clear statements and participate in resolving matters that affect them; (2) Recognition of the results/human values that have been carried out (human works), means appreciation for the results of his work; and (3) Carrying out a cooperation in order to obtain mutual understanding, mutual trust, which is educational in nature.

One thing that needs to be known is that all leaders have an adequate and effective monitoring system to help ensure that what is done is according to plan. This is in accordance with the opinion of Handyaningrat (2006), stated that the conditions for supervision are as follows: (1) Supervision must be linked to a person's plan and position; (2) Supervision must be linked to individual leaders and their personalities; (3) Supervision must be objective; (4) Supervision must be flexible (flexible); (5) Supervision must be economical; and (6) Supervision must bring corrective action.

Based on this opinion it can be concluded that supervision must describe/adjust the plan as a guideline. This supervision must be differentiated according to the position of the person and his work. Supervision must conform to organizational patterns, organizational arrangements, which are the principles for explaining the role of a person in the organization, where they are responsible for implementing work plans and possible deviations by executors.

Basically, the procurement of goods/services is carried out in an open

manner with wide announcements through official bulletin boards and electronic media as well as through newspapers, so that the general public/business world who are interested and meet the requirements can participate. According to Hartono (2007) that: The method or system of procurement must be in accordance with the applicable provisions. The purpose of procuring goods is to ensure the availability of goods of sufficient types and quantities according to needs with guaranteed quality and can be obtained when needed.

Maimun (2008) states that there are four methods of procurement of goods, namely: (1) Open tender (public auction): Applicable to all registered partners and in accordance with predetermined criteria. On pricing. This method is more profitable but requires more time, attention, and a strong staff; (2) Limited tender or closed auction (limited auction): Only conducted for certain partners who are already limited and have a good history. prices can still be controlled, labor and workload are lighter than open auctions;

(3) Purchases by negotiation and work contracts (bargaining purchases): Approaches are made to selected partners, limited to no more than 3 partners for price determination. There is bargaining for achieving a specific price; and (4) Direct procurement: Usually small quantity purchases and need to be available immediately. Prices are relatively more expensive. The methods of procuring goods that are commonly carried out are an open tender system, limited tenders, competitive negotiations, direct procurement/appointment, all of

which will affect the price, delivery time and workload of the procuring office.

Different combinations of these models may be applicable at different levels. Procurement of goods/services by direct purchase can be profitable because in addition to the fast time, also the volume of goods is not so large, so it doesn't pile up or get stuck in the warehouse, the price is cheaper because it comes directly from the distributor or the source. An effective procurement process must be able to produce goods of the right type and quantity, obtain low prices, guarantee that all goods purchased meet quality standards. Timely delivery, so there is no stockpiling or shortage of spare parts.

According to (Siahaya 2015) Procurement is a profit center, because it is directly involved in the production process and operating activities that determine production costs and work performance and determine company profits. Procurement object, namely the object of procurement activity is goods/services, so commonly called the procurement of goods/services (Siahaya, 2013), among others, namely: (1) Goods: Goods are objects in various forms and descriptions which include raw materials, semi-finished goods, finished goods and equipment. Broadly speaking, goods are divided into two types, namely operating goods (consumption and production) and capital goods. (a) Consumable goods are goods that are the end result of production which are directly used, such as food, beverages, medicines and spare parts; (b) Production goods are goods needed for the production process, such as raw materials, semi-finished goods and finished goods; and (c) Capital goods are

goods that can be used several times and experience depreciation, such as equipment, vehicles,

House. (2) Services: Services are work services that include construction services, consulting services, and other services; (a) Construction services, namely construction work services and other physical forms, such as building bridges, buildings, installations, roads; (b) Consulting services, namely professional expertise services in various fields which include construction planning services, construction supervision services and professional services to achieve certain goals in the form of software prepared based on working terms of reference, such as project and business consulting; and (c) Other services, namely all work and or provision of services other than construction services, consulting and supply of goods, such as rental, maintenance and inspection.

## **D. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

From the results of research conducted by the author, it can be concluded that the implementation of the procurement of goods/services at the Regional Secretariat of North Sumatra Province based on quality and quantity aspects as well as the time aspect is in accordance with Presidential Regulation Number 16 of 2018 which has been updated to Presidential Regulation Number 12 of 2021 concerning Procurement government goods/services. This can be seen based on the two aspects that are measured, namely the quality and quantity aspects as well as the time

aspect, which was explained in the previous chapter that: (1) the implementation of the procurement of goods/services has been carried out according to the target, so that there are no time constraints and in accordance with regulations applicable. The implementation of the procurement of goods/services consists of sub-aspects of quality and sub-aspects of quantity, measurement results in terms of quality and quantity in the implementation of the procurement of goods/services has been going quite well and the implementation is in accordance with the target; and (2) the implementation of goods/services procurement from a time perspective has gone quite well. The implementation of goods/services procurement is running in an orderly manner and in accordance with Presidential Regulation No. 12 of 2021 and Perka LKPP No. 12 of 2021.

Based on the conclusions from the discussions and interviews conducted with key informants, the authors try to provide the following suggestions:

1. Aspects of Quality and Quantity
  - a. It is recommended that the Goods/Services Procurement Team in order to keep abreast of developments if there are changes regarding the rules for the procurement of goods/services;
  - b. It is hoped that the goods/services procurement committee will continue to uphold the principles that are currently running well;
  - c. It is recommended that work time be divided into the Goods/Services Procurement team to reduce the buildup of tender packages within a certain time, as

well as an evaluation regarding the constraints that have caused several tender packages to fail to be implemented.

## 2. Time Aspect

- a. It is recommended to keep abreast of the development of regulations and provisions for the procurement of goods/services to maintain the quality of procurement results that are already going well;
- b. It is recommended to plan the right time so that the working group committee in preparing the procurement package can run well at the right time;

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