



Literature Review: The Effectiveness of Procurement of Goods and Services: The Moderating Role of Motivation in the Relationship between Workload and the Procurement Service Unit

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Abstract— This research is a literature review that aims to present an overview of previous studies that have been conducted regarding the effectiveness of the procurement of goods and services from the moderating role of motivation in the relationship between workload at the Procurement Service Unit (ULP). The effectiveness of the procurement of goods and services is considered important in improving government performance and providing maximum service to the public. Workload and employee motivation at ULP are considered key factors in achieving procurement effectiveness. High workload can have a negative impact on performance effectiveness, while employee motivation is an important aspect of facing challenges and pressures in carrying out procurement tasks. In this research, motivation acts as a moderating variable that can affect the relationship between workload and the effectiveness of the procurement of goods and services. The results of this literature review provide a better understanding of the factors that influence procurement effectiveness and provide input for the government in improving the quality of procurement of goods and services.

Index Terms— Workload, Effectiveness, Motivation, Procurement of Goods and Services, Procurement Service Unit (ULP).

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INTRODUCTION

In the era of globalization marked by the rapid development of information and communication technology, government and private organizations are increasingly relying on information technology to improve performance and provide maximum service to the public. One important aspect in improving government performance is the effectiveness of the procurement of goods and services. Procurement of government goods and services is a process of obtaining the necessary goods and services by using logical and systematic thinking, following the prevailing norms and ethics [1]. Effective procurement of goods and services will have a positive impact on the quality of public services provided by the government to the public.

In Harun's research [2] located in Mamuju District, he found the importance of the effectiveness of procurement of goods and services being recognized as an important indicator in the implementation of good governance. Effective procurement can be the basis for reducing the potential for corruption, collusion and nepotism (KKN) practices which often harm the state and society. Efforts to obtain the desired goods and services are carried out on the basis of logical and systematic thinking, following the applicable norms and ethics. In order to implement the provisions of Article 14 and Article 130 paragraph (1) of Presidential Regulation Number 70 of 2012 where the Government is required to establish a Procurement Service Unit (ULP) no later than the 2014 Fiscal Year,

However, in practice, the procurement of goods and services in Mamuju Regency is still faced with various challenges and problems. One of them is the high workload and suboptimal authority in the Procurement Service Unit (ULP) of Mamuju Regency. A high workload can cause fatigue and stress on employees, while authority that is not optimal can lead to irregularities and violations in the procurement process[2].

According to Meshkati in Astianto and Suprihhadi [5][6], workload can be interpreted as the difference between the capacity or ability of workers and the demands of the work that must be faced. Because human work involves mental and physical aspects, each individual has a different level of loading. If the level of loading is too high, it can cause excessive use of energy and cause excess stress (overstress). Conversely, if the level of loading is too low, it can cause boredom and boredom (understress). Therefore, it is important to find the optimal loading intensity level, which is between the two extreme limits, and adjusted for individual differences from one another. Workload refers to the amount, complexity,

In this study, focusing on the role of motivation as a moderating variable is very important. Motivation can affect the relationship between workload, and the effectiveness of procurement of goods and services. As a key factor, motivation plays an important role in influencing the level of dedication and morale of employees in carrying out procurement tasks. In a high workload situation, motivation becomes a very important aspect. Employees who have high motivation tend to be more able to face the challenges and pressures that exist. High motivation can increase employees' sense of responsibility and enthusiasm in completing procurement tasks, even in challenging situations. With strong motivation, employees will be more enthusiastic, focused and dedicated to achieving goals better,

By exploring the important role of motivation as a moderator, it is hoped that this literature review will provide a deeper understanding of how motivation can help overcome the impact of workload on the effectiveness of procurement of goods and services. The results of this literature review are expected to contribute to the development of policies and actions that are more effective in improving performance and services in the Procurement Service Unit (ULP). The purpose of this literature review is to present a review of previous studies that have been carried out regarding the effectiveness of the procurement of goods and services from the moderating role of motivation in the relationship between workload on procurement service units.

2 RESEARCH METHODS

In this study the method used is Literature Review. The steps compiled in a study must follow good systematic procedures to avoid subjectivity in research expectations. In research, one source of information that is the main reference is the database of scientific papers, both those that have been published at the national and international levels. This database can be accessed through platforms such as Google and Scholar. The process of searching for previous research uses a flowchart diagram scheme to ensure orderly and efficient data collection as outlined in the matrix.

3 RESULTS

With the literature review method carried out, then presented in the following table.

Table 1. Matrix Literature Review

No	Researcher Name	Year	Topic	Research methodology	Research result
1	Harun Saladin [2]	2022	The Effect of Authority and Workload of the Procurement Service Unit (ULP) on the Effectiveness of Procurement of Goods and Services Through Motivation as Moderation in Mamuju Regency	This study used quantitative methods with data collection techniques in the form of questionnaires	Workload affects the effectiveness of the procurement of goods and services. If the workload given to employees is appropriate and not burdensome, the effectiveness of procurement can increase. In addition, employee motivation acts as a moderator that can strengthen the influence of authority on procurement effectiveness. That is, if employee motivation is high, the influence of authority on procurement effectiveness will be stronger. The same thing also occurs in the relationship between workload and procurement effectiveness, where employee motivation can strengthen the effect of workload on the effectiveness of procurement of goods and services. These findings emphasize the importance of paying attention to workload factors and employee motivation as an effort to increase the effectiveness of the procurement of goods and services in the Procurement Service Unit.
2	Queen Filda [7]	2012	The Effectiveness of the Electronic Goods and Services Procurement System in the Highways Sector of the City of Serang Public Works Office	This research uses a descriptive method with a qualitative approach.	The research results show that the level of effectiveness in the procurement of goods and services is very effective. this type of perception research which aims to analyze the effect of task variables, regulations and authority of the procurement service unit on the procurement of goods and services in Mamuju Regency
3	Septyan Ericka Widyatna [8]	2015	The effectiveness of the procurement of goods and services in the Highways sector of the Serang City Public Works Service in 2014	The method used in this study is a quantitative research method. Data collection techniques used in this study using questionnaires and interviews. The data	The results showed that the effectiveness of the procurement of goods and services according to employees means achieving a fairly high value of effectiveness, and effectiveness according to bidders means achieving a fairly high value of effective

No	Researcher Name	Year	Topic	Research methodology	Research result
				analysis process was carried out by editing, coding and tabulating, while the validity of the data was tested through SPSS so that the data presented is valid data.	tiveness. Meanwhile, this research uses a qualitative descriptive method with data collection techniques Observation, Interview, and Documentation and to analyze the influence of the variable tasks, regulations and authority of the procurement service unit on the procurement of goods and services in Mamuju Regency.
4	Novijanti AR Temaluru et al [9]	2017	The influence of the implementation of the procurement service unit (ULP) on the efficiency and effectiveness of the procurement of goods/services in the government of Papua Province	This research uses quantitative methods. The sample data collection technique used is the probability sampling method.	The results showed that the ULP duties and authorities had a positive and significant effect on the level of efficiency and effectiveness of the budget in Prov. Papuan.
5	Achmad Nurmand [10]	2013	status of procurement of goods and services in Indonesia	Quantitative research. This activity is carried out to obtain goods and services by an agency/institution whose process starts from planning needs until the completion of all activities to obtain these goods and services.	This study found that only about 10.26% of the procurement budget for central government agencies, including ministries, and 21.10% of local government procurement budgets, procured through the auction method. This research concludes that regulation, leadership, and procurement institutions are the challenging factors in creating a more effective procurement of goods and services to create a "status quo" procurement of goods and services.
6	Dr. T. Velnampy [11]	2009	Evaluation of Factors Influencing Effective Procurement Management System of Public Sector Organizations University of Jaffna. Sri rare.	This study used quantitative methods with data collection techniques in the form of questionnaires	Based on the results of this study, public sector procurement management is less effective in the selected regions. When comparing the two factors, the industry factor is most affected by ineffective procurement in the public sector. Therefore, the public sector must re-engineer aspects of procurement management. Procurement is a highly skilled profession. Hence, both public and private sector managers have become focused on the people, knowledge, skills and abilities they need to carry out procuring innovations and ensure that this is the required level of achievement. Public procurement officials should be familiar with relevant technology trends, markets and supply capabilities. Finance The management system must be developed using an electronic information system to make the existing system effective. This report is very helpful in emerging good practice in government sector officials in procuring innovation. The success of procurement activation depends on the supply and demand side of capabilities
7	Siti Permata Sari Lubis [12]	2016	The Influence of Workload on Work Effectiveness at Sinar Husni Medan Hospital	This study used a qualitative descriptive method with data collection techniques in the form of observation, interviews and documentation.	From the results of interviews conducted, each respondent answered not as much as 80%, this means that the workload that occurs at Sinar Husni Medan General Hospital is too high, so that employees or medical record staff find it difficult to handle their work. This proves that workload can affect the effectiveness of organizational performance.

From the results of the literature review conducted, there are several relevant findings related to the effectiveness of the procurement of goods and services from the moderating role of motivation in the relationship between workload in the Procurement Service Unit:

1. Workload affects the effectiveness of the procurement of goods and services: These findings indicate that the level of workload

given to ULP employees has an influence on the effectiveness of the implementation of the procurement of goods and services. If the workload borne by employees is appropriate and not burdensome, the effectiveness of the procurement process can increase.

2. Motivation as a moderating variable: Motivation has an important role in influencing the relationship between workload and procurement effectiveness. Employees who have high motivation tend to be able to better cope with challenges and workload pressures, so that effectiveness in the implementation of procurement can increase.
3. Challenges and problems in procurement: In practice, the procurement of goods and services in Mamuju Regency is still faced with various challenges and problems, including high workloads and suboptimal authority within the Procurement Service Unit. A high workload can cause fatigue and stress on employees, while authority that is not optimal can lead to irregularities and violations in the procurement process.
4. The importance of procurement effectiveness in Good Governance: The effectiveness of procurement of goods and services is recognized as an important indicator in the implementation of Good Governance. Effective procurement can be the basis for reducing the potential for corruption, collusion and nepotism (KKN) practices which often harm the state and society.

Thus, the results of the literature review provide an overview of the importance of considering workload and motivation in increasing the effectiveness of the procurement of goods and services in the Procurement Service Unit (ULP). These findings can serve as a reference for the government and related agencies in optimizing the procurement process and improving the quality of public services provided by the government to the public.

4 DISCUSSION

4.1 The Influence of Procurement Service Unit Workload on the Effectiveness of Procurement of Goods and Services

The effectiveness of the procurement of goods and services with workloads that are interrelated to each other, because in an organization to give the right position to employees, they can see the workload first. This is done so that employee performance can increase and be comfortable with the job they have and achieve effective and efficient company goals. Previous researchers [2] explained that if many employees are comfortable working at the Procurement Service Unit Office (ULP) of the Mamuju Regency Government, then they will give all their abilities to produce maximum work so that it can have a big impact on the ULP office by increasing performance, quality, and the company is getting better. The results of the calculation in his research obtained that the t count for the workload variable is greater than the t table, namely $1,725 > 1,693$ and the significance value is less than 0.05, namely 0.04. Thus the workload variable has a positive and significant influence on the effectiveness of the procurement of goods and services, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the effect of the workload variable on the effectiveness of the procurement of goods and services is 0.197, which means that the workload variable contributes 19.7% to the fluctuations in the effectiveness of the procurement of goods and services. Thus the workload variable has a positive and significant influence on the effectiveness of the procurement of goods and services, thus the hypothesis is accepted. The Beta coefficient value (standardized coefficient) of the effect of the workload variable on the effectiveness of the procurement of goods and services is 0.197, which means that the workload variable contributes 19.7% to the fluctuations in the effectiveness of the procurement of goods and services.

Employees and workload are both very influential on the Company. Companies must comply with regulations made by the Government and must comply with predetermined standards, but companies can also pay more attention to the conditions of their employees and their performance so that company goals that should be achieved can be easily implemented. The results of the answers to the questionnaire show indicators The target that I have to achieve at work is too high to get a low response so that it can be used as a reference for leaders to take action in setting targets for employees.

Optimization at work must always be implemented by all employees at work, but sometimes some employees feel excessively burdened with the work they are doing so that this affects their motivation at work. According to Hariyono [13] excessive workload can cause a decrease in the morale and motivation of nurses so that this is one of the causes of work fatigue. However, in reality, if the employee views all the work that is assigned as a responsibility at work, then the burden is not felt when the employee completes the task.

4.2 The Effect of Workload on the Effectiveness of the Procurement of Goods and Services Moderated by Work Motivation

In addition to the direct influence in Harun's research [2], the results of the calculation in his research using moderation obtained t count for the workload variable moderated by motivation which is greater than t table, namely $1,741 > 1,693$ and a significance value less than 0.05, namely 0.048. Thus the motivational variable can moderate the relationship between workload and the effectiveness of the procurement of goods and services. The Beta coefficient value (standardized coefficient) of the influence of the motivational moderating variable from workload on the effectiveness of the procurement of goods and services is 0.292. This proves that motivation can strengthen the relationship between workload and the effectiveness of the procurement of goods and

services.

Based on the above, basically the impact of workload itself comes from individual perceptions, sometimes there are individuals who are increasingly challenged with large workloads so that the motivation to complete a task is very large and such individuals do not feel excessive workload. but on the contrary, they feel enthusiasm, passion and excitement at work. This is supported by previous research [14] that perceptions of workload are positive, namely assuming that workload is a work challenge and motivates them to work even better for themselves and their organizations.

5 Conclusion

Based on previous studies that have been reviewed, it can be concluded that the effectiveness and efficiency of the procurement of goods and services in various agencies and the public sector is important for improving the quality of services and optimal use of the budget. In research that focuses on Procurement Service Units (ULP) in various regions, factors such as workload and employee motivation play a crucial role in influencing the effectiveness of procurement. The use of appropriate research methods, both quantitative and qualitative, is a relevant tool for gathering the necessary information and data. The research results show that regulation, leadership, and procurement institutions play a role in shaping an effective procurement environment. Besides that, high workload can have an impact on performance effectiveness, while employee motivation is an important factor in facing challenges and pressures in carrying out procurement tasks. Therefore, efforts to optimize procurement effectiveness need to pay attention to workload and employee motivation as key interrelated aspects.

6 SUGGESTION

In increasing the effectiveness of the procurement of goods and services, it is recommended that the government and related organizations pay attention to the following factors:

1. Reducing excessive workload for employees in the Procurement Service Unit (ULP) by optimizing tasks and assignments efficiently.
2. Strengthen the authority of the ULP so that the procurement process runs more smoothly and transparently, and avoids violations or irregularities.
3. Motivate employees by providing awards, training, and opportunities to develop so that they have high enthusiasm and dedication in carrying out procurement tasks.
4. Develop clear policies and procedures to ensure effectiveness and efficiency in the procurement of goods and services.

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