



The Influence of Authority and Workload of the Procurement Service Unit on the Effectiveness of Procurement of Goods and Services through Motivation as Moderation in Mamuju Regency

Muh. Saladin Ayyubi Harun¹, Mahlia Muis², Darmawati³

¹ Master of Regional Finance, Faculty of Economics and Business, Hasanuddin University

² Department of Management, Faculty of Economics and Business, Hasanuddin University

³ Accounting Department, Faculty of Economics and Business, Hasanuddin University

ABSTRACT: Another obstacle is the Procurement Service Unit in Mamuju Regency which makes researchers interested, namely the division of tasks in the organizational structure. The division of tasks at ULP tends to find duplicate positions and tasks. The purpose of this study was to examine and analyze the effect of authority and workload on the effectiveness of the procurement of goods and services through motivation as moderating in the Procurement Service Unit (ULP) in Mamuju Regency. This study uses a quantitative approach with the research population. The sample taken is all officials and staff in the procurement service unit office in Mamuju Regency. The data is processed and analyzed using the Moderate Regression Analysis method with the results of the study showing that: The influence of authority and workload on the procurement of goods and services has a positive and significant influence and if moderated with motivational variables, it will increase the influence of the influence of authority and workload on the procurement of goods and services. Service.

KEYWORDS: Authority, Workload, Motivation, Effectiveness of Procurement of Goods and Services.

Received 14 July, 2022; Revised 25 July, 2022; Accepted 28 July, 2022 © The author(s) 2022.
Published with open access at www.questjournals.org

I. Introduction:-

Procurement is one of the important functions in government organizations, but until now it has not received adequate attention. The procurement function is currently still handled on an ad-hoc basis by a committee that is formed and works on a temporary basis (not permanent). Such a system has many weaknesses and results in the low performance of the procurement of goods/services in central/regional government agencies. The low performance of procurement in turn has a negative impact on the performance of government organizations including public services provided to the community.

The Procurement Service Unit in Mamuju Regency also has several challenges. One of them is because the political cost of becoming a regional head is quite large. So when he was elected, he became the head of the region, he wanted his money back. Automatically, he will be reluctant to build an independent procurement," Prabowo said in (Kredibel, 2012). the problem of incentives for implementing procurement activities that are still not sufficient.

The phenomena that are directly related to the procurement of goods and services are corruption cases that are rampant, both handled by the Corruption Eradication Commission (KPK) and the Business Competition Supervisory Commission (KPPU). As many as 24 of the 33 cases or 77 percent of cases handled by the KPK were corruption cases related to the procurement of government goods and services. Based on a number of cases handled by KPPU, there were violations of the principle of fair business competition which ultimately harmed the state. Both the KPK and the KPPU indicated violations that arose from weaknesses in the procurement of government goods and services.

In addition, a study by Indonesian Corruption Watch (ICW) in 2005 revealed that the project implementation mechanism that gave privileges to one party through direct appointment was considered by high officials not to be a serious violation. There were 43 cases that indicated corruption in the procurement sector, the mode of which was direct appointment based on ICW findings. In addition to indications of corruption that

occur by direct appointment, other modes of corruption that often occur in the procurement process are mark-up practices (48 cases), extortion (50 cases), contract irregularities (1 case), and fictitious projects (8 cases). The mode of deviation that often occurs in the procurement sector shows that the accountability and transparency system is still inadequate. In addition, the current prevention system has not been running effectively to minimize deviant practices in the sector.

Based on the existing conditions, the presence of an institution is required to conduct an assessment which is carried out by analyzing policies and formulating a system of procurement of goods and services. The agency is also tasked with formulating policies that are implemented by formulating systems, procedures, and setting standards for the procurement of goods and services. In addition, the institution has the authority to develop and foster human resources, provide technical guidance, provide opinions, recommendations, and coordinate problem solving, monitor policy implementation, and supervise. Human resource development is important because it relates to procurement actors who are only a small number of professionals, both as process actors, suppliers, and implementers. As long as the implementation of the procurement of goods and services is not professional, it is difficult to realize good governance in the procurement of goods and services because the perpetrators have not been able to fully apply the principles of procurement of goods and services.

The phenomenon that occurred in Mamuju Regency before the formation of the ULP auction committee at each SKPD sometimes could not be controlled properly and it is not known with certainty how much budget savings were made.

Based on the above phenomenon, it can be explained that although the duties and authorities carried out by the Procurement Service Unit (ULP) of Mamuju Regency have not been said to be maximal. There is still leadership interference in the procurement of goods and services, the packaging of activities is often broken up, delays in procurement documents by activity implementers, lack of control over prices, this needs to be handled by the government so as to reduce leakage or waste of government budget. According to KadekSuyadnya (2014) control the costs incurred in order to make savings.

One of the factors that can affect the effectiveness of the procurement of goods and services is the task obtained by the employee, the task referred to in this study is the workload. Workload according to Meshkati in Astianto and Suprihhadi (2014) can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. Given that human work is mental and physical, each has a different level of loading. The level of loading that is too high allows the use of excessive energy and overstress occurs, on the contrary the intensity of the load that is too low allows boredom and saturation or understress. Therefore, it is necessary to strive for the optimum level of loading intensity that exists between the two extreme limits and of course differs from one individual to another. Another factor that can affect the effectiveness of the procurement of goods and services is the granting of authority to employees in the form of determination authority, proposal authority, and authority to impose sanctions in carrying out their duties. Authority is part of every interaction between leaders and subordinates. Meanwhile, according to (Parchomiuk, 2018: 456) Abuse of authority is an act that is flawed by a government agency or official, namely they carry out their authority to achieve goals that are different from the goals that should be given the authority.

According to SatriyaNugraha (2016), abuse of authority is considered the same as being against the law. In this case, the phenomenon of abuse of authority found is that there is still interference from the leadership in the procurement of goods and services, the packaging of activities is often broken up.

Another obstacle is the Procurement Service Unit (ULP) in Mamuju Regency which makes researchers interested, namely the division of tasks in the organizational structure. The division of tasks at ULP tends to find duplicate positions and tasks. This raises a more workload that interferes with the implementation of e-procurement by ULP, which in this case is the procurement committee. Based on the description of the results of empirical studies that have been put forward, the purpose of this study is to examine and analyze the effect of authority and workload on the effectiveness of the procurement of goods and services through motivation as moderation in the Procurement Service Unit (ULP) in Mamuju Regency.

II. Literature Review:-

Stewardship Theory

Stewardship theory can be used for accounting research in public sector organizations such as government and other non-profit organizations which since the beginning of its development, accounting for public sector organizations has been prepared to meet the information needs for the relationship between stewards and principals, (Zoelisty and Adityawarman, 2014: 3). Accounting as a driver for transactions to move towards an increasingly complex direction with increasing demands for accountability in public sector organizations, principals are increasingly difficult to carry out management functions themselves. The separation between the ownership function and the management function is becoming increasingly apparent. The contractual relationship between stewards and principals on the basis of trust (*amanah* = trust), acts collectively in accordance with organizational goals, so that the appropriate model in the case of public sector

organizations is stewardship theory. Donaldson and Davis (1991: 50) say that this theory is designed for researchers to examine situations where executives in the company as servants can be motivated to act in the best way for their principals.

The meaning of this statement in relation to the system of procurement of goods/services is that the government should be responsible for every activity that has been carried out to stakeholders, so that the public's view of the government is good. Stewardship theory assumes that every human being must maintain their attitudes and behavior, namely the government must act in accordance with existing rules, where in accordance with the Stewardship Theory, provincial government officials and officials have been considered and seen to work with service and dedication motivation (Susanto et al., 2015:80).

This theory also discusses that the government in a public sector organization does not lead to personal interests but the interests of the community or the public interest. So, stewardship theory is that governments are motivated to act collectively for the benefit of the organization so that the cooperation of all members of the organization is the main feature of stewardship theory. The essence of Stewardship theory is the success of government organizations/agencies with community satisfaction and also Stewardship theory aims to deal with conflicts of interest between government agencies and the community.

Need Theory

The theory of needs (Maslow, 1943) is a hierarchy of needs theory that contains basic human needs. Maslow describes it as a level or ladder of needs. Maslow argues that after humans meet the lowest needs, humans will meet the needs at the next level. If humans meet the needs at the top level but the lower level has not been met, then humans will return to their previous needs.

Maslow's theory of needs is able to describe the phenomena that occur in this study, where the existence of government procurement of goods/services at the ULP Mamuju Regency is a very important requirement for ASN who has main duties and functions in the provision of goods/services. The need for a forum to carry out consultancy and assistance in the implementation of government procurement of goods/services with the aim that the implementation is appropriate and there are no deviations from the applicable regulations. According to Maslow, the existence of a hierarchy of needs is driven by two forces, namely lack of motivation and developmental or growth motivation. Lack of motivation aims to overcome human tensions about the lack of existing needs.

Effectiveness Theory

The word effective comes from the English language effective which means successful, something that is done successfully. 1 The concept of effectiveness is a broad concept, covering various factors inside and outside the organization. 2 Effectiveness is the relationship between output and goals. The greater the contribution of output to the achievement of goals, the more effective the organization, program or activity. 3 Effectiveness is the ability to choose the right goals or objectives and achieve them. Therefore, effectiveness refers to the relationship between the output or what has been achieved or the results actually achieved with the goals or what has been set in the plan or the expected results. An organization is said to be effective if the output produced can meet the expected goals.

In the context of achieving goals, effectiveness means doing the right things or doing the right work. Effectiveness refers to the success of achieving organizational goals, so effectiveness is described as a measure of whether managers are doing the right job. Effectiveness is defined as the extent to which an organization realizes its goals. Organizational effectiveness is about doing everything you know to do and doing it well.

Public policy

The presence of public policy in the midst of our lives through actions, making public policy decisions has a direct impact on the lives of individuals, groups and society. Therefore, at various levels in the process there will be many people who are seen in it. According to Eystone (in Wahab, SA, 2014:13) formulating public policy is the relationship that takes place between government units/units and their environment.

Public goods are goods which, if consumed by certain individuals, will not reduce the consumption of others for these goods and public goods are goods that cannot be limited by who the user is and one does not have to pay to get them. Examples: air, sunlight, road markings, traffic lights, national defense etc. In economics, public goods are goods that have non-rival and non-exclusive properties. Non Rival (Non Rivalry), namely the use of one consumer for a public good will not reduce the opportunity for other consumers to participate in consuming the goods. Non-exclusive (non-excludable) ie if public goods are available, then there is nothing that prevents the use of these goods, that is, everyone is free to have access to these goods. Samuelson stated that the existence of a public good that has two characteristics (non-exclusionary and non-rivalry) does not mean that it cannot achieve Pareto Optimal conditions (optimal level of community welfare).

Procurement of goods and services

Based on Presidential Regulation of the Republic of Indonesia Number 54 of 2010 Procurement of goods and services is an activity to obtain goods or services by Ministries / Institutions / Regional Work Units / other institutions whose process starts from planning needs until completion of all activities to obtain goods / services.

Based on the Presidential Regulation of the Republic of Indonesia Number 4 of 2015 Government procurement of goods and services, hereinafter referred to as the procurement of goods/services is an activity to obtain goods/services by the Ministry/Institution/Regional Apparatus Work Unit/Institution whose process starts from planning needs until completion of all activities to obtain goods/services. According to H. Subagya M.S in (MahendraRomus and VirnaMuseliza) Procurement is all activities and efforts to add and meet the needs of goods and services based on applicable regulations by creating something that did not yet exist into existence.

Procurement Service Unit

In the Government's procurement of goods/services, hereinafter referred to as the procurement of goods/services, is an activity to obtain goods/services by the Ministry/Institution/Regional Apparatus Organization (OPD)/other institutions whose process starts from planning needs until completion of all activities to obtain goods/services (I M. Alit K. Salain: 2014).

Ministries/Institutions/Regional Apparatus Organizations (OPD)/other institutions, hereinafter referred to as K/L/D/I are agencies/institutions that use the State Revenue and Expenditure Budget (APBN) and/or Regional Revenue and Expenditure Budget (APBD). Procurement Service Unit, hereinafter referred to as ULP, is a government organizational unit that functions to carry out the Procurement of Goods/Services in K/L/D/I which is permanent, can stand alone or be attached to an existing unit.

The implementation of government procurement of goods/services is carried out by the Procurement Service Unit (ULP) in accordance with the provisions contained in Presidential Regulation Number 54 of 2010 concerning Government Procurement of Goods/Services Article 1 paragraph 8 "Procurement Service Unit, hereinafter referred to as ULP, is a government organizational unit that functions carry out the Procurement of Goods/Services in Ministries/Institutions/Regional Apparatus Organizations (OPD)/Other Institutions that are permanent, can stand alone or are attached to existing units".

Motivation

Motivation is one of the things that affect human behavior, motivation is also called a driver, desire, support or need. Needs that can make a person excited and motivated to reduce and fulfill their own impulses, so they can act and act in certain ways that will lead to an optimal direction.

Motivation comes from the Latin word (movemore) which means pushing or moving. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the potential power of subordinates, so that they want to work together productively to achieve and realize the goals that have been determined. Malayu S.P Hasibuan, (2009:141) According to Mangkunegara (2010:61) motivation is formed from the attitude of employees in dealing with situations. work in the company (situation). Motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals.

ULP Authority

The authority of the ULP as referred to in article 6 includes:

- a. Establishing Procurement Documents;
- b. Determine the nominal amount of the offer sheet;
- c. Assign winners to:
 - 1) Auction or direct appointment for the package of procurement of goods/construction work/other services with a maximum value of Rp.100,000,000'000, - (one hundred billion rupiah); or
 - 2) Selection or direct appointment for a consulting service procurement package with a maximum value of Rp. 10,000,000.000, - (ten billion rupiah)
- d. Propose the determination of the winner to the PA at the Ministry/Institution/institution or the Regent for the provider of goods/construction works/other services with a value above Rp. Rp. 100,000,000,000, - (one hundred billion rupiah) and a consulting service provider with a value above Rp. 10,000,000,000, - (ten billion rupiah) through the Head of the ULP;
- e. Propose to PAIKPA that providers of goods/services who commit acts and acts such as fraud, forgery and other violations to be subject to sanctions for inclusion in the Black List; and
- f. Giving administrative sanctions to the goods-fasa provider who commits a violation, act or action as stipulated in the applicable laws and regulations.

III. Research Methods:

The purpose of this study was to examine and analyze the effect of authority and workload on the effectiveness of the procurement of goods and services through motivation as moderation in the Procurement Service Unit (ULP) in Mamuju Regency. This study uses a quantitative approach with the research population. The sample taken is all officials and staff in the procurement service unit office in Mamuju Regency. The data is processed and analyzed using the Moderate Regression Analysis method. The variables used in this study are authority, workload, motivation and effectiveness of the procurement of goods and services.

IV. Result:-

Description of Research Results

Multiple linear regression

By using the SPSS Version 26 data analysis program tool, the regression coefficient value of each variable which includes authority, and workload can be explained as follows:

Table 1 Estimation of Simple Linear Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-.021	.551		-.038	.970
	AUTHORITY	.381	.174	.335	2.194	.036
	WORKLOAD	.228	.160	.197	1.725	.040
	MOTIVATION	.419	.177	.392	2.369	.024

a. Dependent Variable: PROCUREMENT EFFECTIVENESS

The multiple linear regression equation above can be interpreted as follows:

1. The value of the regression coefficient of authority (X1) of 0.381 means that there is a positive influence of authority on the Effectiveness of Procurement of Goods and Services for ULP employees of Mamuju Regency, West Sulawesi Province of 0.381 so that if the value or score of authority increases by 1 point, it will be followed by an increase in the score of the Effectiveness of the Procurement of Goods and Services by 0.381 points.
2. The value of the workload regression coefficient (X2) of 0.228 means that there is a positive influence of workload on the Effectiveness of Procurement of Goods and Services for ULP employees, Mamuju Regency, West Sulawesi Province of 0.228 so that if the workload value or score increases by 1 point, it will be followed by an increase in the score of the Effectiveness of the Procurement of Goods and Services by 0.228 points.

Moderated Regression Analysis (MRA)

Then test with MRA, Moderated Regression Analysis (MRA) or interaction test is a special application of linear multiple regression where the regression equation contains an interaction element (multiplication of two or more independent variables) where the moderating variable in this study is Motivation (Z) so that the estimation results on these tests are:

Table 2 Estimation of Mra Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	2.084	.274		7.613	.000
	MODERATE X1	.081	.030	.553	2.732	.010
	MODERATE X2	.042	.029	.292	1.741	.048

a. Dependent Variable: PROCUREMENT EFFECTIVENESS

The multiple linear regression equation above can be interpreted as follows:

1. The regression coefficient of the interaction of authority with the moderating variable of motivation is 0.081 with a positive value. This shows that every time there is an increase in authority moderated by work motivation, it will create a tendency to increase the Effectiveness of Procurement of Goods and Services Procurement.
2. The regression coefficient of workload interaction with the moderating variable of motivation is 0.042 with a positive value. This shows that every time there is an increase in the workload which is moderated by work motivation, it will create a tendency to increase the Effectiveness of Procurement of Goods and Services.

Partial Testing (t-test)

To test the variables partially or individually the independent variable (X) against the dependent variable (Y) can be used t test. This can be seen in the results of the SPSS version 25 data processing analysis as follows:

Table 3 Test – t Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.021	.551		-.038	.970
	AUTHORITY	.381	.174	.335	2.194	.036
	WORKLOAD	.228	.160	.197	1.725	.040
	MOTIVATION	.419	.177	.392	2.369	.024

a. Dependent Variable: PROCUREMENT EFFECTIVENESS

The results of the t-test of each variable can be explained as follows:

- Therefore, tcount of 2.194 is greater than t table of 1.693 which means that the variable of Authority has a positive and significant influence on the Effectiveness of Procurement of Goods and Services, while of 0.036 is smaller than 0.05.
- Therefore, the tcount of 1.725 is greater than the t-table of 1.693, which means that the workload variable has a positive and insignificant relationship to the Effectiveness of the Procurement of Goods and Services, while of 0.040 is smaller than 0.05.

Coefficient of determination

This study also found the magnitude of the influence of the independent variable on the dependent variable which can be seen from the value of the coefficient of determination (Adjusted R square) as follows:

Table 4 Adjusted R square

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.819 ^a	.671	.639	.34446	1.595

a. Predictors: (Constant), WORKLOAD, AUTHORITY
 b. Dependent Variable: PROCUREMENT EFFECTIVENESS

The value of the coefficient of determination (Adjusted R square) is 0.639 which means that the independent variable (X) which includes the authority and workload, on the Effectiveness of the Procurement of Goods and Services is 63.9%, while the remaining 36.1% is influenced by the variable others that are not included in this research model.

V. Discussion:-

The Influence Of The Authority Of The Procurement Service Unit On The Effectiveness Of The Procurement Of Goods And Services And Moderated By Motivation.

Wise use of authority is a critical factor for organizational effectiveness. A leader needs to use authority to gain cooperation with their subordinates. Authority is part of every interaction between leaders and subordinates. In carrying out his duties, a leader carries out his work duties with the authority he has and can delegate these tasks and work to his subordinates. So the delegation process can be interpreted as delegating formal authority and responsibility to others to carry out certain activities.

The results of the calculation in this study obtained that the t count for the authority variable was greater than t table, namely $2.194 > 1.693$ and the significance value was less than 0.05, namely 0.036. Thus, the authority 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 influence of the authority variable on the effectiveness of the procurement of goods and services is 0.335, which means that the authority variable contributes 33.5% to the rise and fall of the effectiveness of the procurement of goods and services.

In this process an individual allocates authority down or co-workers to those who report to him or her. Usually, authority occurs when delegation is carried out which results in the acceptance of delegates either implicitly or explicitly giving rise to obligations or responsibilities. The procurement of goods and services can run or be carried out properly when the authority given is also in accordance with the function so that the implementer in the procurement of goods and services will feel comfortable in carrying it out. This research is in line with IrvanPratama Putra (2019) which examines the influence of authority that can affect the effectiveness

of an employee's work. The results of descriptive analysis show that both variables from all dimensions get an average in the good category. Based on the results of regression, hypothesis testing and coefficient of determination, it can be concluded that the delegation of authority has a significant positive effect on employee performance by 20.1% and the remaining 79.9% is influenced by other factors not examined in this study.

In addition to the direct influence in this study, the results of the calculation in this study using moderation obtained t count for the variable of authority moderated by motivation is greater than t table, namely $2.732 > 1.693$ and the significance value is smaller than 0.05, namely 0.010. Thus the motivation variable can moderate the relationship between authority and the effectiveness of the procurement of goods and services. Beta coefficient value (standardized coefficient) of the influence of the moderating variable of competence from authority on the effectiveness of the procurement of goods and services is 0.553. This proves that motivation can strengthen the relationship between authority and the effectiveness of the procurement of goods and services.

The Effect Of The Workload Of The Procurement Service Unit On The Effectiveness Of The Procurement Of Goods And Services And Moderated By Motivation

The effectiveness of the procurement of goods and services with workloads that are interrelated with each other, because in an organization to give the right position to employees, they can see the workload first. This is done so that the employee's performance can increase and be comfortable with the work he has and the achievement of effective and efficient company goals. 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 this study obtained that the t count for the workload variable is greater than 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 effect 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 workloads are both very influential on the Company. Companies must obey the regulations made by the Government and must comply with predetermined standards, but companies can also pay more attention to the state of their employees and their performance so that the company's goals that should be achieved can be easily implemented.

Optimization in work must always be applied by all employees at work, but sometimes some employees feel an excessive burden with the work they do so that it affects their motivation to work. According to Hariyono, et al (2009: 193) excessive workload can cause a decrease in the morale and motivation of nurses so that this is one of the causes of work fatigue. But in reality, if the employee views all the work that is charged as a responsibility at work, then the burden is not felt when the employee completes his task. This is supported by previous research conducted by Dewi (2013: 75) that the perception of a positive workload is assuming that workload is a work challenge and motivates them to work better for themselves and their organization.

In addition to the direct influence in this study, the results of the calculation in this study using moderation obtained t count for the workload variable moderated by motivation, which is greater than t table, namely $1.741 > 1.693$ and the significance value is less than 0.05, i.e. 0.04. Thus the motivation 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 competency moderating variable of 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 the workload itself stems from the perception of each individual, 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 burdens in their work. but on the contrary feel the spirit, passion and passion in work.

VI. Conclusion

After discussing specifically in accordance with the hypothesis through the results of research both descriptively and through statistical analysis, there are several things that were found from the results of this study, namely as follows.

1. The authority of the Procurement Service Unit has a significant positive effect on the effectiveness of the procurement of goods and services. This shows that, if the authority of the Procurement Service Unit given is used properly, it will affect the effectiveness of the procurement of goods and services.
2. The workload affects the effectiveness of the procurement of goods and services. This shows that if the workload given to employees is in accordance with what should or is not burdensome in the work, it will affect the effectiveness of the procurement of goods and services.

3. Motivation can moderate the influence of authority on the effectiveness of the procurement of goods and services. This shows that the motivation of employees in the procurement of the Procurement Service Unit can strengthen the influence of the Authority on the effectiveness of the procurement of goods and services.
4. Motivation can moderate the effect of workload on the effectiveness of the procurement of goods and services. This shows that employee motivation in the procurement of the Procurement Service Unit can strengthen the effect of workload on the effectiveness of the procurement of goods and services.

BIBLIOGRAPHY

- [1]. Adrian Sutedi. 2012. Good Corporate Governance. Jakarta: Sinar Graphic.
- [2]. Anshori, Muslich& Sri Iswati. (2009). Quantitative Research Methodology. Surabaya :Airlangga University Press (AUP)
- [3]. Abdul Wahab, Solichin. (2014). Policy Analysis from Formulation to Implementation of State Policy. Jakarta: Earth Literacy.
- [4]. A.H. Maslow. 1943. "A Theory of Human Motivation", Psychological Review, p. 370; A.H Maslow, Motivation and Personality (New York; Harper and Row, 1954).
- [5]. AchmadNurmand. 2013." THE STATUS OF INDONESIA'S E-PROCUREMENT.Jurnal.umy.
- [6]. Cristian, Jason Frans et al. Bank Health Analysis Using the RGEC Method at Bri and Mandiri Banks for the 2012-2015 Period. EMBA Journal Vol. 5 No. June 2, 2017.
- [7]. Dr. T. Velnampy. 2009. "EVALUATION OF FACTORS INFLUENCING EFFECTIVE PROCUREMENT MANAGEMENT SYSTEM OF PUBLIC SECTOR ORGANISATIONS" University of Jaffna. Sri rare.
- [8]. Ericka Widyatna, Septyan. 2015. Effectiveness of E-Procurement According to Employees and Bidders in the Highways Sector, Serang City Public Works Department in 2014. SEMARANG.Universitas Sultan AgengTirtayasa
- [9]. Indonesian Corruption Watch. 2018 Village Fund Outlook Potential Misuse of Village Budgets in the Political Year. 2018
- [10]. Indriantoro, Nur and Bambang Supomo. 2011. "Business Research Methodology for Accounting and Management". First Edition. BPFE,Yogyakarta
- [11]. Kodar Udoyono.2012. E-Procurement in the Procurement of Goods and Services to Realize Accountability in the City of Yogyakarta. Journal of Government Studies 3(1): 135-171
- [12]. Mardiasmo. (2005). Public Sector Accounting: Pricing of public services, Yogyakarta.
- [13]. Novijanti A.R. Temaluru et al., 2017 who examined the Effect of the Implementation of the Procurement Service Unit (ULP) on the Efficiency and Effectiveness of the Procurement of Goods/Services in the Papua Provincial Government.
- [14]. P. M Marques, Octavio., Alit K. Salain, I M., and Yansen, I W. 2014. Risk Management in the Implementation of Government Building Construction Projects in Dili City – Timor Leste. SpectrantJournal, 2(2), 1-9.
- [15]. Parchomiuk, J. (2018). Abuse of discretionary powers in Administrative Law. Evolution of the judicial review models: from "administrative morality" to the principle of proportionality. Casopis pro PravniVedu a Paxi, XXVI(3), 453-478.
- [16]. Queen, Filda. 2012. Effectiveness of the Electronic Goods/Services Procurement System in the Highways Sector, Serang City Public Works Service
- [17]. Sedarmayanti, M.Pd., APU. 2009, Human Resources and Work Productivity. Bandung : Mandar Maju Publisher.
- [18]. Suherman.A.M., S.H., M.Sc (2017) Procurement of goods and services (Government Procurement) competition perspective, economic policy, and international trade law, Ed.1 Cet 2, Rajawali Pers, Depok.
- [19]. Sugiyono. 2011. Quantitative, Qualitative and R&D Research Methods. Bandung: Afabeta
- [20]. Siahaya, Willem. 2012. Procurement Management Procurement Management. Bandung: Alphabeta