

Evaluation of Non-Tender Services in the Procurement of Goods and Services in the Goods/Services Procurement Services Section of Andalas University Hospital

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Abstract

This research aims to evaluate non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital. This research was conducted at the Andalas University Hospital, with data collected and processed through interviews, document studies, and observations using qualitative analysis techniques and descriptive methods. The results of this research show that the evaluation was carried out on Reliability, Responsiveness, Guarantee, Empathy and Physical Evidence. Evaluation of the quality of non-tender services in the procurement of goods and services at Andalas University Hospital revealed strengths in the dimensions of reliability and physical evidence, but showed the need for improvement in responsiveness, assurance and empathy. Obstacles in non-tender services in the procurement of goods and services in the goods/services procurement service section of Andalas University Hospital are miscommunication, budget limitations, uncertainty about payment times, high workload are factors that influence the efficiency and effectiveness of the procurement process. Efforts in non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital include conducting in-depth and periodic evaluations, conducting training and technical guidance, improving communication and coordination between units, optimizing budget management, more efficient payment management. Improved Administrative Procedures and Work Efficiency, Improved Quality and Cleanliness of Goods Received.

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1. INTRODUCTION

Procurement of goods and services is an important component in running hospital operations. Andalas University Hospital as one of the health facilities in Padang has a big responsibility in ensuring the supply of quality goods and services for its services. This procurement involves various aspects, one of which is tender and non-tender services.

Non-tender services cover a variety of procurement types, including direct procurement, consultancies, or direct selection of providers. This service evaluation is important to ensure transparency, efficiency and accountability in managing the hospital budget and to ensure that Andalas University Hospital receives goods and services that meet its needs and quality standards.

Non-tender services in the Goods and Services Procurement Services Section of Andalas University Hospital (Unand) In several aspects, an in-depth study or assessment needs to be carried out because this is related to the use of the government budget. In addition, the involvement of third parties in non-tender procurement, such as consultants or suppliers, also adds complexity to this evaluation. A strong mechanism is needed to ensure that these third parties are carefully selected and make a meaningful contribution to

the services provided by Andalas University Hospital. One of the targets of the Electronic Procurement Service (LPSE) policy is companies and the public.

Provisions regarding the procurement of government goods/services are regulated in Presidential Regulation of the Republic of Indonesia number 12 of 2021 concerning Procurement of Government Goods/Services. The Presidential Regulation regarding Government Procurement of Goods/Services has to date been amended several times.

These changes are caused by the many loopholes in government procurement regulations for goods/services which are vulnerable to misuse. The method for procuring goods/services is chosen based on the procurement value that has been regulated by the President. Unfortunately, in the procurement of conventional government goods/services, legal violations often occur by various related parties.

In recent years, trends in the procurement of goods and services have developed significantly. The use of information technology, green practices, and efforts to improve quality and sustainability in procurement are increasingly becoming a major concern. Evaluation of non-tendered services needs to adapt to these trends.

In non-tender procurement, it is important to avoid practices that have the potential to create conflicts of interest or ethical violations. Careful evaluation can help recognize and treat such problems before they become more serious problems. In addition, the method of procuring goods and services directly without auctions in vulnerable agencies can result in an increased risk of criminal acts of corruption. This is due to the possibility of manipulation in the procurement process caused by extensive loopholes and various weaknesses that can be exploited by the auction committee and providers of goods and services. For example, there are circumstances where the procurement market is closed, so that procurement can only be accessed by users and providers who have been invited by procurement officials. This can also result in a lack of transparency in the procurement process. Implementation of services without auctions or direct procurement in the goods and services procurement unit is only permitted for providers who have been invited or appointed by the procurement official, and they must have registered in the electronic procurement service system (LPSE) and have filled out the necessary requirements (Muhtar, 2015).

Based on preliminary data from observations made by the author, the following is the statement of Mr. Bacharudin Bakri as Deputy Director of PD. Bagindo HB regarding transparency implemented by service providers procuring goods and services directly at BLPBJ Andalas University Hospital

"...For transparency in services, it should be transparent because the final results of the two comparison companies will be announced to all participants who took part in the direct procurement." (interview November 21, 2023)

Furthermore, regarding the issue of direct procurement at Andalas University Hospital, Mr. Bacharudin Bakri as Deputy Director of PD. Bagindo HB, stated that

"...such as when directly procuring foodstuffs, the price can change even though it has been agreed, such as a price of 30,000,000 which has been agreed for a total of items, suddenly changing to 28,000,000 for the reason of adjusting the remaining budget, which is different from the budget planning tender which has been carried out since "Initially, it can be per quarter, if the tender has legal status, there is a clear Work Competency Certificate, there is a payment agreement, if there is no Direct Procurement, so the risk is that the money is not clear when it will come out." (interview November 21, 2023)

In the procurement of goods and services, procurement of Tender goods/services is carried out electronically through SPSE, so that in its implementation both the budget and payment agreement have been regulated and determined at the beginning and cannot be

changed, this is regulated in Article 33 of Andalas University Chancellor's Regulation No. 5 of 2022 and is also regulated in article 1 paragraph (40) of Presidential Regulation No. 16 of 2018 concerning the procurement of government goods and services. Meanwhile, the procurement of non-tender goods/services is carried out based on certain conditions where the maximum value of the service is 100,000,000, - (One hundred million rupiah) which is determined in accordance with the budget, so it can change, this is explained in Article 36 of the University Chancellor's Regulations Andalas No. 5 of 2022, states that "Direct appointments are carried out for consulting services under certain circumstances."

Apart from that, in direct procurement at Andalas University Hospital, the requests are not in sync with the remaining budget and many requests are not actually provided by the vendor.

Regarding the use of the LPSE application, Mr. Bacharudin Bakri as Deputy Director of PD. Bagindo HB, stated that

"...The applications used often have network problems, the applications are busy and login errors often occur, especially during peak hours which coincide with the beginning, middle and end of the year. Because work is carried out at the beginning, middle and end of the year." (interview November 21, 2023)

Andalas University Hospital's commitment to providing the best health services to the community requires efficient, ethical and effective procurement of goods and services. Non-tender service evaluation is a powerful instrument to achieve this goal. Of course, non-tender service evaluations can also provide a strong basis for strategic planning in procurement. With a deeper understanding of the advantages and disadvantages of non-tender services, Andalas University Hospital can design more effective strategies for its future. Thus, evaluating non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital is an important and relevant step in facing challenges and opportunities in the modern health sector.

Regarding the problems described above, the author is interested in raising this problem in a study with the title "Evaluation of Non-Tender Services in the Procurement of Goods and Services in the Goods/Services Procurement Services Section of Andalas University Hospital."

2. RESEARCH METHOD

This research uses a quasi-qualitative method with a simple research design (SRD). The focus is the evaluation of non-tender services at Andalas University Hospital. Informants were selected through purposive sampling. Primary data was obtained from interviews and direct observation, while secondary data was obtained from library materials. The analysis technique involves data reduction, data presentation, and drawing temporary conclusions, which will be verified again with the informant. Source triangulation is used to ensure the validity of the data.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Research result

Based on the problem formulation and research design, this research examines the evaluation of non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital, obstacles and efforts in non-tender services in the procurement of goods and services in the goods/services procurement services section. Andalas University Hospital services.

3.1.1. Evaluation of non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital

Non-tender services, as explained in Presidential Regulation Number 16 of 2018 Article 1, are a procurement method used to obtain providers of goods, construction work or other services with a value of up to IDR 200,000,000 (two hundred million rupiah) without going through an auction process, selection, or direct appointment by the government. The purpose of a non-tender is to obtain certain goods or services. Evaluation of non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital is an important and relevant step in facing challenges and opportunities in the modern health sector

Based on interviews, it was concluded that there were several aspects that were running well, and there were a number of obstacles that affected the reliability of procurement services. One of the main obstacles is the uncertainty of payment in direct procurement due to the absence of a clear payment agreement. This creates significant risk for vendors because they do not know when payment will be made. This uncertainty may cause vendors to be hesitant to collaborate or place a lower priority on hospital procurement. As a result, this can cause delays in the delivery of required goods and services, ultimately negatively impacting hospital operations. Apart from payment problems, there are also obstacles in the form of differences between the goods needed and the goods provided. Several respondents noted that the specifications of the goods received sometimes did not match the initial request. This can occur due to several factors, including errors in the procurement process, changes to specifications that are not communicated properly, or the vendor's inability to meet the requested specifications. This mismatch not only reduces efficiency but can also affect the quality of services provided by the hospital. Miscommunication issues also frequently arise in the procurement process, contributing to reduced reliability. Miscommunication between procurement and other departments in the hospital or with vendors can lead to misunderstandings regarding specifications, quantities, or delivery times. For example, unclear or incomplete requests can result in the procurement of inappropriate goods, while information communicated too late to vendors can result in delivery delays. Therefore, it is important to improve communication channels and ensure that all parties involved have a unified understanding of procurement needs.

Responsiveness, or responsiveness, is the ability and readiness of the procurement service department to respond to customer needs and requests quickly and efficiently. At Andalas University Hospital, responsiveness is an important aspect in maintaining customer satisfaction and operational efficiency. Based on interviews conducted, several factors have been identified that influence the level of responsiveness of the goods and services procurement department. First, quick response to customer requests is a key indicator of responsiveness. Interview results show that although procurement staff try to respond promptly to requests, there are often delays due to high administrative burdens and a lack of human resources. Staff had to handle multiple requests simultaneously, which led to uneven prioritization of requests and some requests to be delayed. This suggests that increasing staff numbers or using technology to manage requests more efficiently can increase response speed. Second, the ability to handle urgent requests quickly is also an important aspect of responsiveness. In hospitals,

emergency situations often require the procurement of goods or services at short notice. However, findings from this research show that direct procurement processes are often hampered by uncertainty in payment and unclear procedures. This uncertainty makes vendors reluctant to respond quickly to urgent requests. By establishing clearer procedures and ensuring timely payments, hospitals can improve responsiveness in emergency situations. Third, effective communication between the procurement department and customers greatly influences responsiveness. Miscommunication or delays in conveying information can cause delays and customer dissatisfaction. In interviews, several respondents complained that information regarding procurement status was often not provided clearly or in a timely manner. To overcome this, there needs to be a better communication system, perhaps through a digital platform that allows real-time and transparent status updates for all parties involved. Fourth, the willingness and ability of staff to assist customers in understanding the procurement process is also part of responsiveness. This research found that although staff try to be helpful, customers often feel confused about existing procedures and requirements. This shows that there is a need to improve training for staff in customer service skills, as well as providing clearer and easier to understand guidance for customers on the procurement process. Finally, regular measurement and evaluation of responsiveness performance can help identify areas for improvement. By conducting customer satisfaction surveys and collecting feedback regularly, hospitals can continue to improve the quality of goods and services procurement services. This evaluation also allows early identification of problems that arise, so that they can be addressed before they become bigger obstacles. Through this proactive approach, the responsiveness of procurement services can be continuously improved to better meet customer needs and expectations.

Guarantees are a key aspect in evaluating the procurement of goods and services in non-tender services at Andalas University Hospital. This includes employees' knowledge and courtesy in providing services, as well as their ability to build a sense of trust and confidence in the unit requiring procurement. First, in-depth knowledge of the procurement process and specifications of the goods required is part of this guarantee. Employees involved in procurement must have a good understanding of the department's needs and the quality standards that must be met by the goods procured. By having good knowledge, you can convey the right information to customers and ensure that the goods received meet expectations. Second, courtesy and professionalism in interactions with customers and vendors are also important components of the guarantee. A friendly attitude and good service help build strong relationships between procurement teams, customers, and vendors. This creates a positive working environment and ensures that all parties feel valued and supported in the procurement process. Third, transparency in conveying information about procurement status is also part of the guarantee. Customers and vendors need to be provided with clear and precise information about the progress of their procurement, including estimated delivery times and possible problems. In this way, uncertainty can be minimized and all parties can work together to resolve problems that arise. Fourth, compliance with applicable regulations and standards is an important part of guarantees in the procurement of goods and services. Hospitals must ensure that all procurement processes are carried out in accordance with applicable regulations, including health and safety standards.

This involves implementing strict procedures and careful supervision to ensure that all goods held are safe to use and meet legal requirements.

Empathy in procuring goods and services in non-tender services at Andalas University Hospital includes a deep understanding of the needs and situations of units that require goods or services, as well as the ability to provide personal attention and resolve problems quickly and effectively. Based on interviews, it was concluded that several aspects of empathy in procurement could be identified and evaluated. First, a deep understanding of the hospital units' immediate needs demonstrated a high level of empathy from the procurement team. Mr. Andre emphasized that the procurement department always cross-checks unit needs by looking at the availability of goods and the RAB submitted. This step shows that the procurement team not only carries out administrative procedures but also understands the urgency of each request. By knowing urgent needs, they can prioritize accordingly, as Mrs. Rita said that the procurement team was able to arrange the delivery of certain medical equipment quickly when needed. Second, the personal attention given by the procurement team to units that need goods or services is a real form of empathy. Mrs. Rita mentioned that the procurement team tries to process requests as quickly as possible even though delays sometimes occur due to high workloads and administrative procedures. This shows that the procurement team is working hard to meet the specific needs of each unit, paying special attention to detail and ensuring that needs are met as quickly as possible. This empathy is important to ensure that urgent needs can be met effectively. Third, the procurement team's ability to overcome obstacles, such as uncertainty in payments to vendors, shows empathy for the vendor's conditions and concerns. Mr Andre explained that some vendors were reluctant to send goods because payment times could not be determined. The procurement team then looks for vendors who are willing to work in those situations, demonstrating that they understand and respect the vendor's concerns and are working to find a mutually beneficial solution. This is an important form of empathy, because building good relationships with vendors is very necessary to ensure the smooth procurement of goods and services. Fourth, empathy is also reflected in good communication between the procurement team and hospital units. Mrs. Rita admitted that sometimes delays occurred due to miscommunication or lack of clarity in requests, which resulted in the goods received not meeting specifications and having to be returned. The procurement team needs to ensure that communication with hospital units is clear and effective, so that requirements are properly understood and goods procured meet required specifications. Empathy in communication means listening well, understanding concerns and needs, and providing clear information and effective solutions. Lastly, efforts to improve procurement services through regular evaluation and feedback demonstrate empathy towards service users. By monitoring performance and gathering feedback from hospital units, procurement teams can identify areas that need improvement and take the necessary steps to improve the quality of their services. This shows that the procurement team cares about the needs and satisfaction of service users, and is committed to providing the best service.

Physical evidence refers to aspects that can be directly observed by the procurement unit, such as physical facilities, equipment and communication materials used by the company. In the context of procurement of goods and services in non-tender services at Andalas University Hospital, physical evidence plays an important role in ensuring that all hospital units' needs are met with high

quality standards. Based on the overall interview, it was concluded that physical evidence in evaluating the procurement of goods and services at the non-tender service at Andalas University Hospital includes the quality of physical facilities, reliability of equipment, quality of communication materials, visual appearance and cleanliness of goods, as well as readiness of supporting facilities. Careful evaluation of this physical evidence ensures that the procurement process is progressing well, the goods received meet high quality standards, and the needs of hospital units are being met properly.

3.1.2. Obstacles in non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital

Non-tender services in the procurement of goods and services at Andalas University Hospital (Unand Hospital) face several significant obstacles. Based on interviews with various parties involved in this process, several obstacles can be identified, which affect the efficiency and effectiveness of procurement of goods and services.

One of the main obstacles identified was miscommunication and differences in requests between units, installations and procurement departments. Mr. Vandy Febrian, Sub-Responsible for Logistics, explained that there were frequent clashes in requests between units and installations and the procurement department, where the unit requested certain items but the procurement department provided different items. This causes dissatisfaction and delays in getting the goods needed. Based on this interview, it can be concluded that the obstacle in non-tender procurement is that there is often miscommunication and differences in requests between the unit and the procurement department, which causes the procurement results to not be in accordance with the unit's needs. In addition, hospital budget limitations often result in cuts or reductions in required items. Nevertheless, the logistics team tries to ensure that all goods received, especially medical equipment, are stored safely and according to standards to maintain quality. Good procurement processes and the use of modern equipment help ensure goods received meet specifications and are in the best condition.

Budget limitations often force the procurement department to cut or reduce the number of items submitted by units. Budget limitations also affect the negotiation process with vendors. In a non-tender procurement system, vendors are selected based on price match with the hospital budget. However, prices often have to be adjusted to the remaining budget available in a particular quarter. Based on this interview, it can be concluded that, one of the obstacles in non-tender services in the procurement of goods and services for Andalas University Hospital is budget limitations, this not only affects the availability of goods and equipment needed by the hospital but also causes various problems in the procurement process. , negotiations with vendors, and timeliness of payments. This requires an effective budget management strategy and good communication between the procurement department and hospital units.

Another significant problem is the uncertain payment times for vendors in non-tender procurement. Delays in payment often result in delays in delivery of goods by vendors. This can disrupt hospital operations, especially if the item ordered is an urgent need for a particular patient or medical procedure. Mr Bacharudin Bakri, Deputy Director of PD Bagindo HB, highlighted that the absence of a written agreement causes uncertainty in payments. Vendors often

have to wait for budgets to come down from the center, which can take a long time, making some vendors reluctant to deliver goods.

The procurement department in hospitals often faces a high workload because they have to handle requests from various units or installations in the hospital. These requests can vary widely, including urgent needs that require a quick response. A high workload can hinder the efficiency of the procurement process because procurement staff must handle many requests in a limited time.

Based on this interview, it can be concluded that the obstacles in non-tender services in the procurement of goods and services in the goods/services procurement service section of Andalas University Hospital are miscommunication, budget limitations, uncertainty about payment times, high workload are factors that influence efficiency and effectiveness. procurement process.

3.1.3. Efforts in non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital

Based on interviews, it was concluded that efforts to overcome obstacles to non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital are to carry out in-depth and periodic evaluations, conduct training and technical guidance, improve communication and coordination between units, optimize Budget Management, More Efficient Payment Management, Improved Administrative Procedures and Work Efficiency, Improved Quality and Cleanliness of Goods Received.

In improving non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital, several efforts can be made, namely conducting regular evaluations of the goods and services procurement process, including involving feedback from related parties such as goods and services providers. as well as the departments that use the goods or services. From this evaluation, areas that need improvement can be identified and appropriate corrective action taken. Carry out regular training or technical guidance for the staff involved and also for designated goods and service providers in the procurement of goods and services, including regarding the use of the LPSE platform and an in-depth understanding of procurement regulations. By increasing staff competency and understanding by providers of goods and services, the procurement process can be carried out more efficiently and accurately.

There needs to be a more effective communication system between units, installations and the procurement department. Implementing regular meetings to discuss urgent needs and synchronizing goods requests can help reduce miscommunication. Apart from that, the use of a digital-based demand management system that is transparent and accessible to all related parties will also be very beneficial. Hospital budgets are often inadequate to meet all requests from units, resulting in reductions or cuts in required items, so hospitals need to adopt a more flexible and priority-oriented budget management approach. More careful use of needs analysis and performance-based budgeting can help ensure that the available budget is used optimally.

Time-consuming administrative procedures and high workloads are obstacles to the procurement team's speed of response. It is necessary to evaluate

and simplify existing administrative procedures. The use of information technology, such as an ERP (Enterprise Resource Planning) system, can help speed up the administration process and reduce manual workload. Apart from that, adding staff or dividing tasks more efficiently will also help reduce the procurement team's workload.

By implementing these efforts, it is hoped that non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital can be improved, thus ensuring the availability of quality goods and services that suit the hospital's needs and minimizing the risk of shortages or incompatibility. goods and services.

3.2. Discussion

3.2.1. Evaluation of non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital

Non-tender services, as explained in Presidential Regulation Number 16 of 2018 Article 1, are a procurement method used to obtain providers of goods, construction work or other services with a value of up to IDR 200,000,000 (two hundred million rupiah) without going through an auction process, selection, or direct appointment by the government. The purpose of a non-tender is to obtain certain goods or services. Evaluation of non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital is an important and relevant step in facing challenges and opportunities in the modern health sector.

This research outlines the five main criteria in evaluating non-tender services at Andalas University Hospital according to Parasuraman et al. in Tjiptono quoted by Rasyid & K (2019): Reliability, Responsiveness, Guarantee, Empathy and Physical Evidence. Reliability refers to a hospital's ability to provide goods and services in a timely and consistent manner, even though obstacles such as payment uncertainty and miscommunication hamper this process. Responsiveness is important to respond to customer needs quickly and efficiently, and increasing staff numbers and improving communications systems can help overcome these challenges. Guarantees include knowledge, courtesy, transparency and compliance with applicable standards in the procurement process. Empathy is reflected in a deep understanding of the unit's needs and personal attention in meeting requests, while physical evidence involves the quality of facilities, equipment, communication materials, and cleanliness of items. Evaluation of physical evidence ensures that the procurement process runs smoothly and unit needs are met properly.

3.2.2. Obstacles in non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital

According to Listiyanto (2012) in his writing, regulations related to the procurement of goods and services have major weaknesses in the implementation of the procurement mechanism. According to Ramadhane (2021), obstacles to the procurement of goods and services in hospitals, namely limited knowledge of non-expert implementers which must be overcome by the relevant parties, potential integrity in procurement preparation which can result in increased budgets (mark-ups) in documents, increasing HPS indirectly. proportional, Slow

budget disbursement process, Personal or group interests often dominate without providing equal opportunities for different suppliers.

The results of the research findings show several obstacles, namely miscommunication and differences in demand between the unit and the procurement department causing a mismatch in procurement with the unit's needs. Budget limitations resulted in cuts to items submitted by units, affecting the negotiation process with vendors, and uncertain payment times. Late payments often disrupt the delivery of goods by vendors. Additionally, high workloads and complex administrative procedures hinder the efficiency of the procurement process. This shows that miscommunication, budget constraints, uncertainty over payment times, and high workloads are factors that influence procurement efficiency and effectiveness.

3.2.3. Efforts in non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital

According to Wardhani (2021), efforts to overcome obstacles also include improving human resources who are responsible for procurement of goods in each regional work unit. Providing time and opportunities to improve the quality of procurement officials is a strategy, which involves additional knowledge and authority so that they can carry out their duties more effectively. Overcoming obstacles in the administrative structure is implemented in a multi-level and sustainable manner, involving innovation and organizational renewal to avoid interventions that may occur in the direct selection of procurement of goods and services.

The research findings suggest a number of steps to improve non-tender services in the procurement of goods and services in the Goods/Services Procurement Services Section of Andalas University Hospital:

1. Evaluation and Continuous Improvement
Carry out regular evaluations of the procurement process by involving feedback from related parties, and take appropriate corrective action.
2. Training and Competency Improvement
Conduct regular training for involved staff and goods/service providers in using the LPSE platform and understanding procurement regulations to increase the efficiency of the procurement process.
3. Improved Communication and Coordination Between Units
Improve communication between units, installations, and procurement departments to reduce miscommunication and ensure appropriateness of goods requests.
4. Optimizing Budget Management
Using a flexible and priority-oriented budget management approach and conducting a more careful needs analysis.
5. More Efficient Payment Management
Improve the payment administration process by making clear payment agreements and considering a milestone or installment-based payment system.
6. Improved Administrative Procedures and Work Efficiency
Simplify administrative procedures by using information technology such as ERP systems and adding staff or dividing tasks efficiently.

4. CONCLUSION

Referring to the findings and reviews of studies that have been carried out, it can be concluded that the evaluation of the quality of non-tender services in the procurement of goods and services at Andalas University Hospital reveals strengths in the dimensions of reliability and physical evidence, but shows the need for improvement in responsiveness and guarantees and empathy. Proposed recommendations include the development of clearer payment systems, increased administrative efficiency, and customer service skills training to ensure optimal customer satisfaction and good cooperative relationships with vendors. Obstacles in non-tender services in the procurement of goods and services in the goods/services procurement service section of Andalas University Hospital are miscommunication, budget limitations, uncertainty about payment times, high workload are factors that influence the efficiency and effectiveness of the procurement process. Efforts in non-tender services in the procurement of goods and services in the goods/services procurement services section of Andalas University Hospital include conducting in-depth and periodic evaluations, conducting training and technical guidance, improving communication and coordination between units, optimizing budget management, and more efficient payment management. Improved Administrative Procedures and Work Efficiency, Improved Quality and Cleanliness of Goods Received.

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