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Effectiveness of Government Procurement of Goods/Services With the SBSN Scheme at the Regional Office of the Ministry of Religion, Maluku Province

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Abstract

This research aims to evaluate the effectiveness of government procurement of goods/services in the archipelagic region using the State Sharia Securities (SBSN) scheme, with a case study at the Regional Office of the Ministry of Religion, Maluku Province. The focus of this study is the tendency of employees to wait for instructions before acting in the procurement process, as well as its impact on the efficiency and quality of procurement results. The research results reveal that work patterns that depend on superiors' direction, which are influenced by organizational structures that are hierarchical and lack empowerment, significantly hinder the smooth running of procurement. This attitude contributes to delays in decision making, waste of time and resources, and a reduction in the quality of procurement results that should be more adaptive to regional needs. In addition, the geographical challenges of the island region and the limited number of skilled workers further strengthen this work pattern, thereby exacerbating the ineffectiveness of the procurement process. As a solution, this research recommends a number of strategic steps to increase procurement effectiveness, including changes in work culture that foster initiative, granting greater authority in decision making, increasing human resource capacity, and implementing digital systems in the procurement process to speed up and increase transparency. It is hoped that the implementation of this strategy can overcome obstacles that arise due to "waiting for directions" behavior and ensure more efficient, transparent and effective management of SBSN funds for development in the archipelagic region.

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INTRODUCTION

Procurement of Government Goods and Services is an important aspect in the implementation of national development. Not only to improve public services for the community, the role of procurement of goods and services is currently much greater, namely to develop the national and regional economy. Even now, especially after the implementation of the latest PBJ regulations, namely Presidential Decree 16 of 2018, which was last amended by Presidential Decree 12 of 2021, efforts are being made to ensure that the procurement process for goods and services truly touches and increases the role of micro, small and medium businesses and participates in supporting the sustainable development process. Therefore, every year the central government always disburses a budget in the form of APBN, both pure Rupiah and alternative financing sourced from State Sharia Securities (SBSN).

The issuance of State Sukuk or better known as State Sharia Securities (SBSN) is a manifestation of the state's sincerity, so on May 7 2008 Law No. 19 of 2008 concerning State Sharia Securities as a legal umbrella for the issuance of SBSN. SBSN or what can be called State Sukuk are government securities issued based on sharia principles, as proof of investment in SBSN assets, both in rupiah and foreign currency. This SBSN is issued with the aim of financing the State Revenue and Expenditure Budget including financing project development.

The issuance mechanism will use the basis for SBSN issuance in the form of projects and/or other basic types of SBSN issuance, in accordance with sharia principles and provisions of statutory regulations. The authority to publish it lies with Minister of Home Affairs who coordinates with the Minister of National Development Planning/Head of Bappenas. Project

Projects that can be financed must also be in accordance with sharia principles criteria set by the National Sharia Council of the Indonesian Ulema Council. Issuance of SBSN for project financing can be done automatically directly by the Government or through the SBSN Publishing Company. Publishing which carried out through the SBSN Issuing Company determined by the Minister of Home Affairs. Project financed through the issuance of SBSN includes infrastructure development, provision public services, empowerment of domestic industry, and/or other appropriate development with the Government's strategic policies.

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As one of the ministries that receives a budget through the SBSN scheme, The Ministry of Religion annually carries out procurement of goods/services for use meet the needs and services of the community. SBSN at the Ministry of Religion This is to finance infrastructure projects, including the construction of new classrooms Madrasas, Integrated Hajj and Umrah Service Centers, Marriage Halls and Hajj Ceremonies as well infrastructure projects for Hajj dormitories.

Implementation of infrastructure projects with the SBSN scheme at the Ministry of Religion refers to the technical instructions for implementing each project and has a prototype as a reference for project implementation accompanied by budget allocations determined by

The Central Ministry of Religion as a benchmark for procurement of goods/services sourced from SBSN and refers to Presidential Regulation Number 12 of 2021 as employment reference for all provinces in Indonesia, as well as for the province of Maluku.

The Regional Office of the Ministry of Religion of Maluku Province is one of the agencies which carries out the procurement of goods/services using the SBSN scheme for 2024 has work data for 6 construction packages spread over several sites districts/cities with work implementation experienced delays in the process procurement stages, due to the behavior of procurement management employees, added more delays in the work process due to the geographical conditions of the island region Maluku Province, so connectivity between regions often experiences problems This means a lot in the end making the economic costs high so that affecting the effectiveness of procurement of goods/services.

THEORETICAL BASIS

Behavioral Decision Theory

Understanding

Behavioral Decision Theory (BDT) is a branch of science that studies how individuals make decisions in real situations, which are often irrational due to cognitive limitations, emotional influence, and bias. This theory emphasizes the difference between normative ("ideal") and descriptive ("reality") decisions. The BDT approach provides a deep understanding of human behavior in decision making which is often influenced by limited information, time pressure and risk of uncertainty.

Herbert Simon (1955) introduced the concept *bounded rationality*, which states that humans tend to make fairly adequate decisions (*satisficing*), not an optimal decision,

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due to cognitive limitations and the situation at hand. This theory was then further developed by Daniel Kahneman and Amos Tversky (1974, 1979) through the concepts of heuristics, bias, and *Prospect Theory*.

Principles of Behavioral Decision Theory

Behavioral Decision Theory includes several main principles that are relevant in understanding decision making:

Limited Rationality (*Bounded Rationality*)

According to Herbert Simon (1955), human decision making is not always rational due to limited cognitive capacity, information and time. Individuals tend to use a good enough approach to meet needs, rather than striving for perfect results.

"Decision makers are bounded by their cognitive limitations and environmental constraints, leading them to satisfice rather than optimize" (Simon, 1955).

Heuristics and Biases

Daniel Kahneman and Amos Tversky (1974) explained that individuals often use heuristics, namely simple rules of thumb to simplify decision making. However, these heuristics can introduce bias, such as:

Anchoring Bias: Influenced by initial information as the main reference. *Availability Heuristic:* Decisions based on the information that is easiest to remember *Representativeness Heuristic:* Judging something based on similarity to a stereotype.
"In making decisions under uncertainty, people rely on heuristics that reduce complex problems into simpler judgmental operations" (Kahneman & Tversky, 1974).

Prospect Theory

In *Prospect Theory* (Kahneman & Tversky, 1979), decisions are influenced by the way individuals evaluate risks and outcomes based on certain reference points (*reference point*). People tend to avoid losses more than they pursue profits of the same value (*loss aversion*).

"People evaluate outcomes as gains or losses relative to a reference point, and they are loss averse, meaning losses loom larger than gains" (Kahneman & Tversky, 1979).

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Emotions

George Loewenstein (1996) stated that emotions play an important role in decision making. Emotions can influence how a person evaluates options and makes choices, both positively and negatively.

"Emotion serves as a key driver of decision-making, influencing how options are evaluated and choices are made" (Loewenstein, 1996).

Relevance of Behavioral Decision Theory in Research

Behavioral Decision Theory is relevant to various fields, including management, public policy, and government procurement of goods/services. In this context, this theory helps explain how decisions are often influenced by:

1. **Cognitive Bias:** Procurement officials, for example, may prefer providers who are already known (familiarity bias) or be influenced by initial prices (anchoring bias). 2. **Risk Avoidance:** In situations of uncertainty, decision makers tend to choose options that are considered safer to avoid large losses.
2. **Social Pressure and Hierarchy:** In hierarchical organizations, individuals tend to wait for direction from leadership to avoid direct responsibility for decisions.

Effectiveness

The word effective comes from English, namely effective, which means successful or something done successfully. In the general encyclopedia, effectiveness is defined as showing the level of achievement of a goal, meaning that something can be said to be effective if the effort has achieved the goal ideally. Effectiveness is a measure that describes the extent to which targets can be achieved,

while efficiency describes how these resources are managed appropriately and correctly (Hani Handoko, 1998). In interpreting effectiveness, each person gives a different meaning, according to their own point of view and interests. This was acknowledged by Chung and Maginso who were quoted by Mulyasa as saying that "effectiveness means different to different people". (Mulyasa, 2002)

According to the Big Indonesian Dictionary, effectiveness is how well the work is done to the extent to which someone produces the expected output. So effectiveness is the existence of conformity between the person carrying out the task and the intended target. Based on the definition above, it can be concluded that something can be said to be effective if it is in accordance with what is desired, related to the implementation of all main tasks, achievement of goals, timeliness, and active participation from members.

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H. Emerson's opinion quoted by Soewarno Handayaningrat S. (1994) stated that "Effectiveness is a measurement in the sense of achieving predetermined goals." This is in accordance with the opinion expressed by Hidayat (1986) who explained that: "Effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved. Where the greater the percentage of targets achieved, the higher the effectiveness."

Every organization, both public and non-public, must have a vision and mission where each vision and mission is used as a tool to achieve an organizational goal. The aim or motive of the organization is to achieve a result that is effective (effective) and efficient (efficient).

Basically, effectiveness is a measurement of the level of success of an organization, activity or program in achieving predetermined goals. Apart from that, effectiveness is a measurement of goal achievement which can be measured by comparing the goals that have been determined with the results achieved, so that it can be seen that the results of the work can be said to be effective. This explanation is as explained by Supriyono in Satries (2011), that effectiveness is the relationship between the output and the targets that must be achieved, that is, the greater the contribution of the resulting output to the value of achieving the target, the more effective the unit can be said to be.

The factors that influence effectiveness are as follows:

1. Clear goals Effectiveness relies heavily on setting clear goals.
   Without specific goals, an activity or organization will lose direction (Drucker, 2006)
2. Careful Planning
   Good planning allows for optimal allocation of resources and time. (Campbell, 1988)
3. Adequate Resources
   Effectiveness depends on the availability and optimal management of resources, whether financial, human or technological. (Koontz & O'Donnell, 1972)
4. Time Management
   Effectiveness is often measured by the ability to complete tasks within the specified time. (Kerzner, 2009)
5. Effective Communication
   Good communication ensures coordination between individuals and teams,

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reduces errors, and increases collaboration. (Mintzberg, 1979)

6. Motivation and Leadership
   Employee motivation and effective leadership are essential in achieving organizational goals. (Herzberg, 1959
7. Evaluation and Feedback
   Regular evaluation and feedback allows organizations to identify and correct deficiencies. (Kaplan & Norton, 1996)
8. Flexibility and Adaptability
   Effectiveness is influenced by the organization's ability to adapt to environmental changes. (Hamel & Prahalad, 1994)
9. Innovation and Creativity
   An organization's ability to innovate increases effectiveness and relevance in a dynamic marketplace. (Tushman & O'Reilly, 1996)
10. Organizational Structure
    A good organizational structure ensures efficient workflow and clear division of responsibilities. (Fred Fiedler, 1967)

In implementing government procurement of goods/services with a budget sourced from State Sharia Securities (SBSN), its effectiveness can be seen from the accuracy of targets, time, costs and satisfaction with the implementation of procurement of goods/services so that the program objectives can be achieved.

Government Procurement Of Goods/Services

Definition of Procurement of Goods/Services

The literal definition of procurement of goods and services according to the Big Indonesian Dictionary (KBBI), which means an offer to submit a price and buy up work for the provision of goods and services. This is where the understanding grows that there are two interested parties. The first party is a government agency, BUMN, or private company that makes a bid for the procurement of goods and services. The second party is a personal or contractor company that offers itself to fulfill the request for the procurement of goods and services.

Referring to the latest provisions, namely Presidential Regulation Number 16 of 2018, Government Procurement of Goods/Services is an activity of Procurement of Goods/Services by Ministries/Institutions/Regional Apparatus funded by the APBN/APBD process from identification of needs, to handover of work results.

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From these several understandings, Putri, et al (2018) concluded that procurement of goods and services or *procurement* is an activity to earn goods and services required by the company are seen from needs and its use, as well as looking at the quality, quantity, delivery time and price affordable.

Types of Procurement of Goods/Services

Based on Presidential Regulation Number 16 of 2018 concerning Procurement Government Goods/Services, classification of types of goods and services needed by agencies There are 4 types of government, namely:

1. Goods

Goods are any objects, whether tangible or intangible, movable or immovable, which can be traded, used, employed or exploited by goods users. Procurement of goods includes, among other things, raw materials, goods semi-finished products, finished goods/equipment, and living things.

2. Construction Work

Construction work is all or part of the activities that include construction, operation, maintenance, demolition, and construction back to a building. An example of construction work is Implementation Services School Building Construction with the scope of Implementation Work (incl including new construction, additions, improvements and renovation work) from educational buildings such as schools, universities, libraries and museums including research laboratories.

Another example is the implementation of highway construction (except flyovers), roads pedestrians, as well as facilities such as final waste disposal sites and others etc.

3. Consultation Services

Consulting Services are professional services that require expertise in various scientific fields that prioritize thought processing. Example of consulting services are engineering services (*engineering*), planning services (*planning*), planning (*design*) and supervision (*supervision*) for construction work. Service professional expertise, such as advisory services, assessment services, mentoring services, assistance technical, management consultant and legal consultant, survey work requiring special expert review can also be included in this type.

4. Other Services

Other services are non-consulting services or services that require equipment, specific methodology, and/or skills in a governance system that has Widely known

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in the business world to complete a job. Examples of services others are catering or catering services, cleaning services, energy provider services work, rental services, and many other types of services.

Parties involved in procuring goods/services

Based on Presidential Decree no. 16 of 2018 there are parties involved in processing of procurement of goods and services, are:

Budget User (BU)

Budget users (PA) are officials holding budget authority Ministries/Institutions/Regional Work Units.

Estimated User Power (KPA)

Officials appointed by the PA to implement the APBN or determined by the Head Regions to use APBD. KPA at Ministries/Institutions/Centers others are officials determined by the PA. Meanwhile, the KPA in the Regional Government is an official determined by the Head PA area or proposal. KPA for funds and assistance tasks is determined by PA on Other central K/L/I or recommendations from Regional Heads. KPA has appropriate authority delegation by PA.

Commitment Making Office (PPK)

PPK is an official responsible for the procurement of goods/services. On the basis of That is, the PPK is tasked with and has the authority to form technical specifications goods/services to be programmed, determine the HPS (Self Estimated Price) as an upper limit on the allowable contract price, signing a bond procurement agreements/contracts with goods/service providers, supervising work contracts, as well as making decisions if disputes/problems arise during work contract.

Goods/Services Procurement Work Unit

The Goods/Services Procurement Work Unit (UKPBJ) is a work unit of government organizations in Ministries/Institutions/Regional Governments which are centers of Procurement excellence Goods/Services. The UKPBJ leadership determines the human resources Working Group The next election is called the Election Working Group to manage the election provider. UKPBJ has a structural form and is determined in accordance with provisions legislation.

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Procurement Officer

Procurement Officer is an administrative official/functional official/personnel who tasked with working on Direct Procurement, Direct Appointment, and/or E purchasing.

Provider of goods and services

Providers of goods and services are business entities or individuals who providing goods/construction work/consulting services/other services.

Stages of Procurement of Goods/Services

Procurement of Goods/Services is a process that involves various stages from identifying needs to handing over work results. This process is important for ensure that the organization or agency obtains the required goods/services efficiently and in accordance with established standards.

There are 3 stages in the goods/services procurement process, namely:

a. Preparation stages are carried out before provider selection activities are carried out goods/services.
b. Stages for Selecting Goods/Services Providers Stages for selecting goods/services providers is the responsibility of the ULP Working Group/Procurement Officer.
c Contract Signing and Implementation Stages

Development In The Islands Region

In accordance with Article 28 of Law Number 23 of *2014* concerning Government Region, Definition of Region A province characterized by islands is described as a region provinces that have geographic characteristics with ocean areas wider than regions land in which there are islands that form a group of islands up to into a geographical and socio-cultural unity. From this article there are at least two the concept that is translated. *First*, the concept of a provincial region characterized by islands, *Second*, the concept of a group of islands that form a geographical and socio-cultural unity.

State Sharia Securities (SBSN)

State Sharia Securities (SBSN), or often called **State Sukuk**, is a sharia-based financing instrument issued by the state as part of fiscal policy. SBSN is issued based on sharia principles using state assets as underlying assets. According to Rahmatina Kasri (2013), SBSN is a sharia-based securities that is used to meet government financing needs, both to cover budget deficits and to finance certain projects. SBSN is

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designed to be in accordance with sharia values, such as justice, transparency and the prohibition of usury.

Based on research by Rahmawati and Sulaiman (2021), the issuance of SBSN by the government has been proven to increase financing for infrastructure development, such as the construction of toll roads, airports and other public facilities. Apart from that, SBSN also expands the investor base and increases the attractiveness of the Indonesian sharia capital market.

RESEARCH METHODOLOGY

This research uses a descriptive qualitative method with emphasis on information and descriptions that are narrative in nature and describe the phenomenon being studied. Apart from that, qualitative research can be interpreted as an effort to provide meaning to phenomena based on the data obtained (Irawan et.all., 2020:138)

This descriptive qualitative research is in accordance with the problem and research objectives to be obtained with the aim of describing or providing an overview of a research object where data analysis is more focused during the process in the field along with data collection. Furthermore, the data obtained and collected from respondents from observations, interviews, literature studies and documentation in the field will then be described in the form of a report.

RESULTS AND DISCUSSION

Factors that influence the effectiveness of Government Procurement of Goods/Services using the SBSN scheme in island areas, especially in the Regional Office of the Ministry of Religion, Maluku Province

Koontz & O'Donnell (1972) in his book entitled *Principles of Management*. They explain that the effectiveness of an activity or process is influenced by various factors that can vary according to the context and environment in which the activity is carried out. In management, these factors include resources, clear goals, time management, and good planning. Koontz & O'Donnell emphasize the importance of understanding that these factors are very dependent on the specific conditions and needs of the organization or environment where an activity takes place.

In the context of procurement of goods/services using the SBSN scheme at the Regional Office of the Ministry of Religion, Maluku Province, there are several things that can influence the success of the effectiveness of government procurement of goods/services. These factors are:

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In accordance with the results of interviews in research conducted at the Regional Office of the Ministry of Religion, Maluku Province, there are several things that can influence the success of the effectiveness of government procurement of goods/services. These factors are:

Geographic Factors

The Maluku region consists of thousands of islands with limited access to transportation and infrastructure. The process of procuring goods/services often faces logistical obstacles, such as delivery delays and increased transportation costs. (Handayani & Sudaryanto. 2020), plus extreme weather, such as strong winds and high waves, often affects the smooth distribution of goods during project work. (Kerzner, 2009).

Based on the results of the research carried out, it can be said that the geographical conditions of the area where a goods/services procurement project is carried out greatly influences the completion time of the work. By *Herbert A. Simon* in Behavioral Decision Theory explains how individuals or organizations make decisions in complex situations and are limited by cognitive and environmental limitations. Here is the connection:

Bounded Rationality (Limited Rationality)

Simon stated that individuals cannot make completely rational decisions due to limited information, time, and capacity to process information. In the context of procurement projects, difficult geographic conditions, such as limited access or extreme weather, create situations where decisions must be taken taking into account non-ideal factors. PPK or the project manager may have to make a decision based on a "reasonably adequate" solution (*satisficing*) from the optimal one.

Environmental Influence on Decisions

Geographic conditions are external factors that influence decision making. In Behavioral Decision Theory, Simon emphasizes that the environment plays a large role in limiting or directing the available choices. For example, if the project terrain is difficult to reach, decisions to allocate resources, choose work methods, or estimate work completion times will be adjusted to these constraints.

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Adaptation to Complexity

Decisions taken in goods/services procurement projects often have to adapt to existing complexities, including geographical factors. Simon explained that in complex conditions, individuals tend to adopt a pragmatic approach to overcome existing challenges, such as changing work schedules or allocating additional resources to overcome geographic constraints.

Heuristics in Decision Making

When faced with difficult geographic conditions, decision makers often use experience-based approaches (heuristics) to determine the best way to complete work. For example, they may refer to similar projects in areas with similar geographic conditions to estimate completion times.

Human Resources (HR) Factors and Understanding of Regulations

In implementing goods/services procurement activities, the competence of state civil servants (ASN) and procurement actors greatly influences the effectiveness and efficiency of government goods/services procurement. These competencies include understanding regulations, project management, and communication skills. (Boyatzis, 1982). Mahmudi (2007) in his book "Regional Financial Management" highlights that regional financial management, including the procurement of goods/services, often experiences problems due to the authorities' lack of understanding of the applicable regulations. This results in non-compliance with legal procedures, failure to achieve efficiency and effectiveness in budget use, and increased risk of legal sanctions and negative audits. From interviews conducted at the Regional Office of the Ministry of Religion, Maluku Province, there are still limited personnel in the field of procurement, plus audits are often carried out so that knowledge and understanding of procurement implementers is required. This shows that competent and professional human resources in the procurement sector are the key to supporting the effectiveness of government procurement of goods/services. (Agus Pramusinto, 2020)

Behavioral Factor "Wait for Directions" of Procurement Officials

In the implementation of procurement of goods/services at the Regional Office of the Ministry of Religion, Maluku Province, the behavior of "waiting for directions" is a situation where the perpetrator procurement must wait for instructions or approval from higher parties before they can continue making decisions regarding the procurement of

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government goods/services.This process directly influences the procurement organization's work culture in various dimensions, both in terms of work patterns, decision making, and the efficiency of task implementation (Weber, 1922)

The process of “waiting for directions” influences the behavior of procurement actors, namely *a. Dependence on authority*

Procurement actors tend to avoid making independent decisions without direction from leadership to avoid potential administrative or regulatory errors that could result in sanctions.

In the interview excerpt above, the sentence "always wait for directions from superiors" conveys the meaning of subordinates' dependence on the leadership's authority.

Delay in decision making

Decision making is the process of selecting the most satisfactory alternative from a number of options, taking into account organizational goals. They emphasize behavioral aspects in organizations, including how decision makers are influenced by organizational norms, rules, and context. (James G. March and Herbert A. Simon, 1958)

The results of interviews at the Regional Office of the Ministry of Religion, Maluku Province, there was a delay in decision making because "waiting for directions" could have an impact on the effectiveness of procurement of goods/services.

Excessive compliance behavior

Procurement actors focus on ensuring that each step receives formal approval, often to the exclusion of time efficiencies and innovation in the procurement process. They tend to be too careful in drafting documents to ensure all requirements are met, which sometimes leads to redundancy or excessive bureaucracy. (Weber, 1992)

Psychological and motivational effects

Maslow (1943), argued that a person's basic needs must be met before they can achieve higher motivation. Uncertainty and waiting for direction from superiors can cause individuals to feel insecure in their jobs, which hinders the achievement of esteem and self-actualization needs. This can reduce motivation and cause frustration. According to the following interview:

"When we make decisions, we need direction from superiors, however because our boss is aways busy waiting with us disobedience, if we take our own steps we will be

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afraid later wrong or mistaken.

The results of the interview excerpt above show that always waiting for superiors' directions causes employees to feel frustrated, there is a fear of taking steps on their own, while waiting for directions from superiors requires an uncertain amount of time. From the perspective of Simon's decision making theory:

1. **Limited rationality and dependence on superiors**

limits employees' ability to act independently, thereby creating delays in the decision-making process.

2. **Hierarchical structure of the organization**

those that are too rigid reinforce employees' fear of taking matters into their own hands, which ultimately reduces efficiency and leads to frustration.

3. **Emotions such as fear and frustration**

are psychological factors that hinder decision making, exacerbating the impact of bounded rationality and organizational structure.

The process of procuring government goods/services "waiting for directions" at the Maluku Province Regional Office of the Ministry of Religion has implications for the time wasted in the process of waiting for directions, hampering the smooth implementation of procurement, which has an impact on delays in project completion. This will reduce effectiveness in meeting the need for government goods/services because slow decisions cannot meet needs on time.

Strategy to increase the effectiveness of Procurement of Goods/Services using the SBSN scheme at the Regional Office of the Ministry of Religion, Maluku Province.

Decentralization of Decisions

In order to expedite the procurement process at the Maluku Province Regional Office of the Ministry of Religion, procurement actors need to be given the authority to make decisions within certain limits, so that the procurement process can run more quickly.

Optimization of Information Technology Systems

To increase the effectiveness of procurement of goods/services at the Maluku Province Regional Office of the Ministry of Religion, it is necessary to optimize the use of digital-based systems to speed up document submission, validation and delivery of directions in real-time.

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Simplification of Processes and Regulations

Develop simpler policies and procedures by reducing less substantive "wait for direction" to reduce the number of approvals required at each of procurement.

Increasing HR Capacity

Hold regular training for procurement actors to improve their understanding of regulations and ability to make independent decisions and provide technical assistance to procurement actors, especially in situations that require special handling.

Proactive Monitoring and Evaluation

The Maluku Province Ministry of Religion Regional Office can form a special team to monitor and coordinate procurement progress periodically, so that obstacles can be overcome immediately without waiting for directions.

CONCLUSIONS

The conclusions from the discussion of this research are:

1). In the process of procuring goods/services carried out at the Regional Office of the Ministry of Religion of Maluku Province, it is based on applicable laws and regulations, but in its implementation there are often delays in the stages of the procurement process due to the behavior of waiting for directions from procurement officials from superiors.
2). Geographical Influence of the Maluku region as an archipelagic region where the implementation of goods/services procurement projects using the SBSN Scheme is in districts/cities, this has an impact on mobility and high economic costs so it takes a relatively long time to complete the project. This territorial condition also has an impact on the coordination process in decision making which becomes hampered.
3). Human resource factors and understanding of regulations. The limited number of procurement implementers at the Maluku Province Regional Office of the Ministry of Religion is one of the main challenges in implementing the procurement of goods and services. With a limited number of personnel, the workload that must be borne by each individual is very large, which has the potential to hamper the smooth running of the procurement process. This often causes delays at every stage of procurement, from document preparation, bid evaluation, to contracts. In addition, the lack of trained implementing officers also reduces the effectiveness of supervision and control at each stage of procurement, which can increase the risk of non-compliance

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with applicable regulations and reduce the quality of procurement results. This condition not only affects operational efficiency, but can also result in cost overruns and delays in implementing projects that should be completed on time.

4). In the implementation of procurement of goods/services at the Regional Office of the Ministry of Religion, Maluku Province, the behavior of "waiting for directions" is a situation where procurement actors must wait for instructions or approval from higher parties before they can continue making decisions regarding the procurement of government goods/services. This "wait for directions" behavioral factor influences; 1) dependence on authority, 2) delay in decision making, 3) excessive obedience behavior, 4) psychological and motivational effects.

ADVICE

1) To overcome delays in the stages of the goods/services procurement process at the Regional Office of the Ministry of Religion of Maluku Province caused by the behavior of waiting for superiors' directions, it is recommended that a communication and coordination system be created
   clearer and faster communication between procurement implementing officials and superiors. In addition, giving more independent authority to implementing officials to make decisions within predetermined limits can reduce dependence on superiors' directions. Training on fast and informed decision making, as well as implementing a more efficient procurement management system, will help speed up the procurement process and increase overall effectiveness
2) To overcome geographical challenges in the Maluku region as an archipelago in implementing goods/services procurement projects using the SBSN scheme, it is recommended to optimize the use of information technology, such as online procurement applications and digital-based project management systems, to speed up coordination and decision making. In addition, careful logistics planning, including setting material and labor delivery schedules, needs to be carried out to reduce the impact of high economic costs and delays. It is also recommended that there be a field team strategically placed in the project area to facilitate local coordination, supported by special training related to project management in island areas. With these steps, time and cost efficiency can be improved even in challenging geographic conditions.
3) To overcome the challenges of limited human resources and understanding of regulations at the Maluku Province Regional Office of the Ministry of Religion, it

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is recommended to immediately increase the number of procurement personnel through recruitment or involvement of competent experts. Apart from that, intensive training and certification needs to be held for procurement implementing officials to increase their understanding of regulations and technical capabilities. The use of technology, such as an electronic-based procurement system (e-procurement), can also help lighten the workload and speed up the administrative process. With this step, it is hoped that the procurement process can run more efficiently, accurately and in accordance with applicable regulations, so that the risk of delays and cost overruns can be minimized.

4) To overcome the behavior of "waiting for directions" in the procurement of goods/services at the Regional Office of the Ministry of Religion of Maluku Province, it is recommended to provide training related to independent decision making and in accordance with regulations to procurement implementing officials. It is also necessary to implement a clear and structured delegation of authority, so that decisions at the operational level can be taken without having to wait for direction from superiors. Additionally, encouraging a more proactive work culture through rewarding individual initiative and responsibility can help reduce over-reliance on authority, while increasing motivation and efficiency in the procurement process.

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