

Analysis of the effect of the new advance payment amount on the efficiency of construction work implementation: Study at pupr district service. Eastern seram

**Muhammad Badrun Sangadji¹, Izaac T. Matitaputty², Jeanee B. Nikijuluw³,
Maryam Sangadji⁴**

^{1,2,3,4} Pattimura University;

Corresponding author: badrun.sangadji@gmail.com

Abstract

This research aims to analyze the influence of the down payment on the efficiency of carrying out construction work on projects managed by the Public Works and Public Housing Service (PUPR) of East Seram Regency. Down payments in construction contracts are an important factor that influences the smooth running of the project, especially in terms of time efficiency, costs and quality of work. The research method used is a quantitative approach using surveys and interviews with contractors, project supervisors and related officials. The research results show that a higher down payment can speed up project implementation in terms of time, but does not always have a positive impact on cost efficiency and work quality. Cost overruns and a decrease in quality often occur if the management of down payment funds is not properly supervised. This research provides recommendations to the PUPR Department of East Seram Regency to establish a down payment policy that is more efficient and in accordance with the characteristics of each project, as well as increasing supervision over the use of down payment funds to minimize waste and maintain the quality of construction results.

Keywords: Down Payment, Efficiency, Implementation of Construction Work, PUPR Service, Eastern Seram Regency.

INTRODUCTION

Construction work is one sector that plays an important role in infrastructure development in Indonesia. One element that can influence the smooth and successful

922

IJEBIR, Volume 04 Issue 02, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

implementation of a construction project is fund management, especially related to advance payments to contractors. An advance is an initial payment given to a contractor before work begins as a form of financial guarantee to begin project implementation. The amount of this down payment is often a determining factor in the smooth implementation of the work, both in terms of time, cost and quality of construction work.

In Eastern Seram Regency, the Public Works and Public Housing Service (PUPR) is responsible for managing construction projects that support regional infrastructure development. On various projects managed, the amount of advance payment given to the contractor may vary, and this affects the way the contractor manages resources and organizes work flow during project implementation. Often, the down payment amount is high is seen as a way to speed up work implementation, but in practice, this can also risk affecting cost efficiency, time and quality of work results. Seeing the important role of down payments in implementing construction projects, this research was conducted to analyze the influence of down payments on the efficiency of carrying out construction work, especially on projects managed by the PUPR Department of East Seram Regency. It is hoped that the results of this research will provide an overview of the relationship between the down payment policy implemented and project efficiency and provide more optimal policy recommendations for the relevant agencies.

THEORETICAL BASIS

Definition of Down Payment

An advance payment in a construction project is a payment made by the employer (in this case the PUPR Department of East Seram Regency) to the contractor before work begins. This down payment aims to provide financial guarantees for contractors so they can start work without having to wait for full payment for the progress of the work to be carried out. In construction contracts, the down payment is usually determined based on a percentage of the contract value and can vary according to the employer's policy.

In general, a down payment can be interpreted as a form of initial investment to ensure that the contractor has sufficient funds to start and continue work. Although advances can speed up project implementation, their improper management can cause waste and affect the final outcome of the project.

Construction Work Implementation Efficiency

The efficiency of carrying out construction work covers various aspects, including time, cost and quality efficiency. Efficiency in this context means achieving project goals

923

IJEBIR, Volume 04 Issue 02, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

with minimal resources but with optimal results.

Time Efficiency: Refers to the ability to complete work according to a predetermined schedule without any significant delays. The time used to complete the project must be proportional to the volume of work at hand.

Cost Efficiency: Relating to the contractor's ability to manage the existing budget so that the project can be completed without exceeding the agreed cost limit. Efficient cost management is important to prevent waste and ensure projects can be completed at a reasonable cost.

Quality Efficiency: Concerns the results of work that must meet the standards and specifications specified in the contract. Quality efficiency means completing a project without compromising the quality of the final result, which is important to ensure the sustainability and reliability of the built infrastructure.

Project Management Theory

Project management is a discipline that organizes and manages resources, time, costs and quality to achieve project goals. One of the important theories in project management is the "Triple Constraint" theory or "Triple Constraint of Project Management" which includes three main elements in project management: time, cost, and quality. The three elements

These are interrelated and must be managed in a balanced manner for the project to be successful. In the context of a construction project, the down payment provided can influence these three elements:

Time: A large enough down payment can speed up resource mobilization and initial work, potentially speeding up implementation time.

Cost: A high down payment can reduce financial risks for contractors, but if not managed well, it can lead to wasted costs in the long term.

Quality: If the down payment is used unwisely, there is a possibility that the quality of the work will be neglected in an effort to meet time targets or reduce costs.

The Effect of Down Payments on Project Efficiency

Previous research shows that the amount of the down payment has a significant impact on the implementation of construction projects. A down payment that is too small can hinder the contractor's cash flow and cause work delays because the contractor does not have enough funds to purchase materials or hire labor. On the other hand, a down payment that is too large can cause the contractor to be careless in managing funds,

924



which has the potential to cause waste.

According to resource allocation theory, optimal management of advances will help contractors plan the efficient use of funds, increase liquidity, and avoid delays. However, the amount of down payment that is not in accordance with project needs can affect efficiency, both in terms of time use and cost management.

Advance Payment Policy in Construction Contracts

The down payment policy in a construction contract is important in determining the smooth running of the project. Various policies for providing down payments in Indonesia, including those implemented by the East Seram Regency PUPR Service, require a thorough evaluation of the amount of the down payment so that it is balanced with the progress of the work to be carried out. Several factors that influence this policy include the size and complexity of the project, the contractor's reputation, and the employer's experience in managing previous projects.

Apart from that, the down payment policy is also related to the regulations and standards set by the government in government contracts, which ensure that the outlay of down payments does not exceed the specified limits to avoid misuse of funds.

Related Studies

Several previous studies show that the influence of the amount of down payments on the efficiency of construction project implementation varies greatly. For example, a study by Suryono (2020) found that providing too large an advance can speed up work implementation but reduce the quality of supervision and control over the use of funds. In contrast, research by Rasyid (2018) shows that small down payments can slow down projects because contractors lack funds for material mobilization and procurement.

RESEARCH METHODOLOGY

This research uses a quantitative approach with methods **survey**. A quantitative approach was chosen because this research aims to measure the influence of down payments on the efficiency of carrying out construction work. The survey method was used to collect data directly from respondents involved in the implementation of construction projects, both from contractors, project supervisors, and related officials at the East Seram Regency PUPR Service.



RESULTS AND DISCUSSION

This research uses a questionnaire method given to construction work service providers. Respondents were asked Likert scale-based questions to measure their perceptions of the efficiency of work implementation. The following is a grouping of variables based on the category of down payment amount:

- X1 ($\geq 50\%$)
- X2 ($\geq 30\%$)
- X3 ($\leq 30\%$)

Each respondent provided answers to 17 questions related to the efficiency of work implementation. The results obtained are presented in tables and analyzed statistically. Data collected from 44 respondents was analyzed using descriptive statistics, Spearman correlation, and ordinal regression.

The following is the Research Questionnaire Data, where R is the Respondent or Provider (Construction Work Services Business Actor), and Q (Q1 to Q17) is a question measured using a Likert scale (SS=5, S=4, N=3, TS=2, STS=1).

The Total Score is the sum of the values from Q1 to Q17 and reflects the provider's perception of the efficiency of work implementation (Dependent Variable (Y)). Independent Variable (X) is the category of the amount of the down payment applied, with groupings:

- X1 ($\geq 50\%$)
- X2 ($\geq 30\%$)
- X3 ($\leq 30\%$)

Category X (X-Numeric) Encoding, variable **Category_X** encoded into numeric form as **Category_X-Num** with the following scheme:

- **X1 ($\geq 50\%$)** coded as **3**
- **X2 ($\geq 30\%$)** coded as **2**
- **X3 ($\leq 30\%$)** coded as **1**

Category_X is a category for the level of advance payments given in construction projects, with a numerical value indicating the order from the highest category ($\geq 50\%$) to the lowest ($\leq 30\%$). This coding is used for ordinal regression analysis, where higher levels of down payments are expected to correlate with higher levels of work execution efficiency.

In this research, the independent variable **Category_X** represent **down payment percentage** provided in construction projects.

In **ordinal regression**, independent variables in categorical form need to be converted into a numerical scale indicating **sequence or level**. Because categories **X1**

926



($\geq 50\%$) assumed to have a more positive impact on efficiency in comparison $X_2(\geq 30\%)$, And $X_2(\geq 30\%)$ better in comparison $X_3(\leq 30\%)$, then the numerical scale (3, 2, 1) is used to reflect this order. With this coding, an ordinal regression model can evaluate how a change in category (e.g. from X_3 to X_2 or from X_2 to X_1) affects the dependent variable (**Total Likert score related to work implementation efficiency**).

Ordinal regression is used to analyze the effect of advance payment categories (X) on the efficiency of work implementation (Y). Or used to predict how the size of the down payment affects the likelihood of achieving a higher efficiency score.

Models used:

$\log(P(Y \leq j) / P(Y > j)) = \beta_0 + \beta_1 X$, or can be written:

$(P(Y \leq j))$

$\log \text{-----} = \beta_0 + \beta_1 X$

$P(Y > j)$

Where:

- Y is an ordinal variable (total construction work efficiency score),
- j is the efficiency score category (if the score is divided into low, medium, high),
- $P(Y \leq j)$ is the probability that the efficiency score is in category j or lower,
- $P(Y > j)$ is the probability that the efficiency score is in a category higher than j,
- β_0 is the intercept that will be calculated in the model,
- X is the down payment category variable (X-Num, with a value of 3, 2, or 1),
- β_1 is the regression coefficient for the independent variable X (advance category).

Manual Ordinal Regression Calculations

Ordinal regression is used to see how the down payment category (X_Numeric) affects the efficiency of work execution (Y - Total Likert Score).

Organizing Data in Categorical Form

Total Likert Score (Y) categories are grouped as follows:

- Y=1 (Low Efficiency) → Total Score ≤ 70
- Y=2 (Medium Efficiency) → Total Score 71-80
- Y=3 (High Efficiency) → Total Score ≥ 81 , with the following data:



Table 10. X-Numerical and Frequency Efficiency

X (Advance Category)	(Low Efficiency, Y=1)	(Medium Efficiency, Y=2)	(High Efficiency, Y=3)
Frequency	Frequency	Frequency	Frequency
X = 3 ($\geq 50\%$) 0 2 16			
X = 2 ($\geq 30\%$) 2 10 6			
X = 1 ($\leq 30\%$) 6 2 0			
X = 1 ($\leq 30\%$) 6 2 0			

Calculating Cumulative Probability

Cumulative probabilities are calculated for each Y category using frequency proportions.

For X=3:

- $P(Y \leq 1) = 0 / 18 = 0.000$
- $P(Y \leq 2) = (0 + 2) / 18 = 0.1111$
- $P(Y \leq 3) = (0 + 2 + 16) / 18 = 1.000$

For X=2:

- $P(Y \leq 1) = 2 / 18 = 0.1111$
- $P(Y \leq 2) = (2 + 10) / 18 = 0.6667$
- $P(Y \leq 3) = (2 + 10 + 6) / 18 = 1.000$

For X=1:

- $P(Y \leq 1) = 6 / 8 = 0.7500$
- $P(Y \leq 2) = (6 + 2) / 8 = 1.000$
- $P(Y \leq 3) = 1.000$

Calculating Cumulative Logit

Cumulative logit is calculated using:

$$\log \frac{P(Y \leq j)}{1 - (P(Y \leq j))}$$

Taken for X=2, Y $\leq$ 2:

$$\log(0.6667 / (1 - 0.6667)) = \log(2,000) = 0.6931, \text{ likewise for other values.}$$



Regression Parameter Estimation (β_1)

Ordinal regression was carried out using the Maximum Likelihood Estimation (MLE) method. From the estimation results it is obtained:

- $\beta_1 = 4.9781$
- $p < 0.001$ (significant)

A positive β_1 value indicates that the larger the down payment, the higher the probability of the project being in the high efficiency category. Or Ordinal Regression: $\beta_1 = 4.9781$, $p < 0.001 = \rightarrow$ Advances have a significant effect on work efficiency.

DISCUSSION

If previously the number of payment terms was 5, and now it has been reduced to 4 or even 3 terms, this further strengthens administrative efficiency for PPK. This reduces administrative workload, speeds up disbursement of funds, reduces the potential for administrative errors, and increases transparency and effectiveness of project management. This policy supports the argument that larger down payments contribute to the efficiency of construction work implementation and project administration. Thus, this policy can be a strategy that supports the efficient implementation of construction work in the government environment.

In the context of government procurement of goods/services, especially construction projects financed by the Physical Special Allocation Fund (DAK), the down payment policy has a significant impact on the efficiency of work implementation. Based on Minister of Finance Regulation (PMK) 25/2024 and Presidential Decree 12/2021, the maximum down payment for projects sourced from Physical DAK is 30%, especially for contracts with a value above IDR 200 million. Even though this research shows that increasing down payments has a positive impact on project efficiency, the $\leq 30\%$ limit in Physical DAK projects remains relevant and strategic in maintaining fiscal balance and the effectiveness of construction project management. In PMK 25/2024, Physical DAK projects are required to follow a gradual fund disbursement mechanism, so that down payments cannot exceed 30% to comply with the government's financing structure. In the context of the advance payment policy for government goods/services procurement projects, there is an imbalance between the provisions in the Government Goods/Services Procurement Policy Institute Regulation (PerLKPP) Number 12 of 2021 and the policy for advances for Physical Special Allocation Fund (DAK) projects as regulated in PMK 25/2024.

This imbalance creates implementation problems, but PPK can still ensure efficient

929



project implementation by utilizing optimal payment terms, as well as speeding up the administrative verification process for subsequent disbursement of funds. The results of this research show that the amount of the down payment has a positive and significant relationship with the efficiency of carrying out construction work ($p = 0.8934$, $p < 0.001$), meaning that the larger the down payment given, the more smoothly the provider can mobilize initial project resources.

However, in Physical DAK projects, where down payments are limited to a maximum of 30%, there is a risk that Providers with limited working capital will experience obstacles in the early stages of project implementation. To ensure a balance between the effectiveness of the PerLKPP 12/2021 and PMK 25/2024 policies in the Physical DAK project, there needs to be harmonization of regulations so that the down payment policy for the Physical DAK project is in line with general procurement policies. The government may consider relaxing the rules for down payments for Physical DAK projects to better support service providers in running projects effectively. Thus, further evaluation is needed regarding the alignment of this policy to support efficient project implementation without sacrificing the principle of prudence in managing state finances.

DISCUSSION

In this research, it was found that the policy of reducing the number of payment terms from five to four, even three terms, can strengthen administrative efficiency in construction projects, especially in project management within the government environment. This happens because reducing payment terms reduces the administrative workload for Commitment Making Officers (PPK), speeds up the disbursement of funds, reduces the potential for administrative errors, and increases transparency and effectiveness of project management. Faster and more structured payments enable more timely allocation of funds, thereby speeding up the flow of construction project implementation.

By reducing the number of payment terms, PPK can more easily monitor project progress and budgets, and ensure more efficient and targeted use of funds. Apart from that, reducing the number of terms also encourages contractors to focus more on quality work results, because a faster flow of funds can speed up work implementation.

Advance Payment Policy in Government Construction Projects

In the context of construction projects financed by the Physical Special Allocation Fund (DAK), which refers to **Minister of Finance Regulation (PMK) 25/2024** And

930

IJEBIR, Volume 04 Issue 02, 2025



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

Presidential Decree 12/2021, the maximum down payment amount of 30% of the contract value is a strategic limit. This policy, although limiting the provision of larger advances, remains relevant in maintaining the government's fiscal balance and effective project management. This research shows that there is a significant positive relationship between the amount of the down payment and the efficiency of carrying out construction work ($\rho = 0.8934$, $p < 0.001$), which indicates that the larger the down payment given, the smoother the contractor can mobilize initial project resources.

Providing a larger down payment makes it easier for contractors to purchase materials, organize labor, and start work more quickly. In this way, the contractor can immediately carry out the work that has been planned, so that the project can run more efficiently and according to the set schedule. However, on the other hand, limiting down payments to 30% in Physical DAK projects, even though it aims to maintain fiscal stability, could risk hampering smooth progress in the early stages of project implementation, especially for contractors with limited working capital.

Imbalance Between Regulations and Practices

There is an imbalance between the provisions in **Government Goods/Services Procurement Policy Institute Regulation (PerLKPP) Number 12 of 2021** which provides flexibility for providing larger down payments with a down payment policy limited to 30% on Physical DAK projects as regulated in PMK 25/2024. This imbalance creates implementation problems in the field, because the policies in PerLKPP and PMK are not complete in line with providing sufficient space for contractors in terms of managing initial project funds.

Nevertheless, PPK can still ensure efficient project implementation by utilizing more optimal payment terms and speeding up the administrative verification process for subsequent disbursement of funds. Even though the down payment policy is limited to 30%, with careful management, PPK can maximize fund allocation and speed up disbursement of funds at each term. This is important to reduce the obstacles faced by contractors with limited capital, so that projects can continue to run efficiently.

Harmonization of Regulations

In order to ensure policy harmony between PerLKPP and PMK 25/2024, it is necessary to harmonize regulations regarding the provision of advances for Physical DAK projects. The government needs to consider relaxing the down payment rules for Physical DAK projects, to better support service providers in carrying out construction projects

931



effectively and efficiently. These adjustments can reduce the burden on contractors, especially in the early stages of project implementation, without compromising the principle of prudence in managing state finances.

Relaxation of down payment regulations, if implemented wisely, can improve the smooth running of construction projects, speed up development realization, and ensure more optimal achievement of project targets. However, despite this, every policy change must be balanced with strict supervision so that there is no misuse of funds or waste in the use of the budget.

Policy Evaluation

Based on the results of this research, it is recommended that the government conduct regular evaluations of the down payment policy in the Physical DAK project. This evaluation is important to ensure that the policies implemented are in accordance with the needs and challenges faced by contractors in project implementation. Stricter supervision of the use of advance payments, as well as the implementation of flexible policies according to project conditions, can help ensure the efficiency of carrying out construction work without compromising the principle of prudence in managing state finances.

With this discussion, it can be concluded that wiser management of down payments and more flexible policies will greatly contribute to the efficiency of construction project implementation. In the future, synergy between government goods/services procurement policies and down payment policies in Physical DAK projects needs to be improved to ensure the success and efficiency of construction projects financed by the state budget.

CONCLUSION

Based on the results of the research that has been carried out, several things can be concluded as follows:

The Influence of the Amount of Down Payment on the Efficiency of Construction Work Implementation. Providing a larger down payment has a significant positive influence on the efficiency of carrying out construction work. The bigger the down payment given, the smoother it will be for contractors in mobilizing initial project resources, which in turn increases the efficiency of project implementation time. This is evident from the results of the regression analysis which shows a significant positive relationship between the amount of the down payment and time efficiency ($\rho = 0.8934$, $p < 0.001$).

932



Reducing Payment Terms Increases Administrative Efficiency. Reducing the number of payment terms from five to four or even three can increase administrative efficiency in construction projects. This reduction reduces the administrative workload for Commitment Making Officers (PPK), speeds up the disbursement of funds, reduces the potential for administrative errors, and increases transparency and effectiveness of project management.

Imbalance Between Down Payment Policy and Procurement Regulations. There is an imbalance between the down payment policies in **Government Goods/Services Procurement Policy Institute Regulation (PerLKPP) Number 12 of 2021** which provides greater flexibility and deep down payment policies **PMK 25/2024** which limits down payments to a maximum of 30% on Physical DAK projects. This imbalance can affect the effectiveness of project implementation, especially for contractors with limited working capital.

Relevance of the 30% Limit on Physical DAK Projects. Although providing larger down payments can increase the efficiency of project implementation, the policy of limiting down payments of 30% on Physical DAK projects remains relevant to maintaining fiscal balance and managing state finances. However, to support the efficiency of project implementation, there needs to be regulatory harmonization between the advance payment policy for Physical DAK projects and procurement policies in general.

Policy Recommendations. The government needs to carry out further evaluation and harmonization regarding down payment policies, especially for the Physical DAK project, to ensure a balance between policy effectiveness and state financial management. Relaxing advance payment regulations, while still prioritizing strict supervision, can provide more support for service providers in carrying out projects efficiently and effectively. Overall, the results of this research indicate that a more flexible down payment policy, reducing the number of payment terms, and harmonization of regulations can increase the efficiency of carrying out construction work, both in terms of administration and technical implementation in the field.

SUGGESTIONS

Based on the results of the research that has been carried out, the following are several suggestions that can be considered to increase the efficiency of carrying out construction work in the government environment:



Harmonization of Regulations Regarding Down Payments

The government needs to carry out harmonization between **Government Goods/Services Procurement Policy Institute Regulation (PerLKPP) Number 12 of 2021** And **PMK 25/2024** so that the down payment policy in the Physical DAK project is in line with general procurement policies. This is important so that there is no imbalance that could hamper the smooth implementation of the project, especially for contractors with limited capital.

Evaluation of Down Payment Limits on Physical DAK Projects

The government is advised to evaluate the policy of limiting the maximum down payment of 30% on Physical DAK projects. Consider providing more flexibility in providing down payments for contractors, especially those who have limited working capital. Thus, contractors can more easily mobilize resources at the early stages of the project and speed up project implementation.

Increased Supervision of the Use of Advance Payments

Relevant agencies need to strengthen supervision over the use of advance payments so that these funds are used in accordance with project objectives and are not misused. Supervision Strict measures will ensure that the advances provided are used efficiently and on target, which will support the efficient implementation of construction work.

Optimization of Payment Terms

The policy of reducing the number of payment terms, such as from five to four or three terms, needs to be considered further for other projects. Reducing payment terms can speed up disbursement of funds and reduce administrative burdens. However, this also needs to be adjusted to the capacity and characteristics of the project to ensure that payments continue to reflect appropriate work progress.

Counseling and Training for Contractors and PPK

It is important to provide more intensive training and counseling to contractors and PPK regarding advance payment management and project administration. By improving understanding and skills in managing funds, it is hoped that project implementation will be more efficient and avoid wasting the budget.



Advanced Research

Further research involving larger and more diverse samples is needed to examine in more depth the impact of down payment policies on the efficiency of construction projects in various regions. Further research can also identify other factors that influence the efficiency of carrying out construction work, such as management of labor, raw materials and technology used in the project.

REFERENCE

- Christopher, Robert, and Steven Schooner. 2007. *Procurement Principles and Management*. London: Routledge.
- Sutedi, Adrian. 2008. *Law on Procurement of Goods and Services*. Jakarta: Sinar Graphics.
- Weele, A. J. van. 2010 *Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice*. 5th ed. London: Cengage Learning.
- Government Regulation Number 7 of 2021 concerning Facilitation, Protection and Empowerment of Cooperatives and Micro, Small and Medium Enterprises.
- Presidential Regulation Number 12 of 2021 concerning Amendments to Presidential Regulation Number 16 of 2018 concerning Procurement of Government Goods/Services.
- Presidential Regulation Number 16 of 2018 concerning Procurement of Government Goods/Services concerning Procurement of Government Goods/Services.
- Government Goods/Services Procurement Policy Institute (LKPP), LKPP Regulation Number 12 of 2021 concerning Guidelines for Implementing Government Goods/Services Procurement Through Providers, Jakarta, Indonesia: LKPP, 2021. Accessed 9 March 2025. [Online]. Available: <https://jdih.lkpp.go.id>.
- Ministry of Finance of the Republic of Indonesia, Minister of Finance Regulation Number 25 of 2024 concerning Management of Physical Special Allocation Funds, Jakarta, Indonesia: Ministry of Finance, 2024. Accessed on 9 March 2025. [Online]. Available: <https://jdih.kemenkeu.go.id>.
- Regisnati, U. (2018) 'Overview of Government Procurement of Goods/Services Through the Electronic Goods/Services Procurement System', *Procurement Journal*, 1(2), pp. 25–35.
- Srijani, Ninik. (2020). The Role of MSMEs (Micro Small and Medium Enterprises) in Improving Community Welfare. *EQUILIBRIUM: Scientific Journal of Economics and Learning*. 8. 191. 10.25273/equilibrium.v8i2.7118.
- Regisnati, U. (2018) 'Overview of Government Procurement of Goods/Services Through

935



the Electronic Goods/Services Procurement System', Procurement Journal, 1(2), pp. 25–35.

Zulmawan, W. (2023) 'Effectiveness of Rules for the Use of Domestic Products in Government Procurement of Goods/Services', *Unes Law Review*, 6(1), pp. 2152–2167. doi:10.31933/unesrev.v6i1.

