

## Organizational Transformation at the Government Procurement Bureau of Goods and Services in Banten Province

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### ABSTRAK

*Penelitian ini dilatarbelakangi oleh indikasi permasalahan antara lain komposisi anggaran dan keterbatasan kewenangan pada Biro Pengadaan Barang dan Jasa, kurangnya sumber daya aparatur untuk mendukung pelaksanaan program dan kegiatan, serta penurunan kinerja setelah pelaksanaan transformasi organisasi. Dengan demikian, penelitian ini bertujuan untuk mengeksplorasi transformasi Organisasi Pengadaan Barang dan Jasa Provinsi Banten. Teori yang digunakan dalam penelitian ini adalah teori transformasi organisasi dari Gouillart dan Kelly (1995). Metode penelitian menggunakan metode kualitatif dengan penentuan informan secara purposif. Hasil kajian menunjukkan bahwa dari dimensi pembingkai ulang telah dilakukan dengan baik melalui tindakan mencapai mobilisasi, menciptakan visi, dan membangun sistem pengukuran. Pada dimensi restrukturisasi sudah melakukan tindakan membangun model organisasi dan menyelaraskan infrastruktur fisik, namun belum selesai melakukan tindakan mendesain ulang mekanisme kerja. Sedangkan pada dimensi revitalisasi dilakukan upaya untuk mencapai fokus pasar, mencoba menciptakan bisnis baru dan menerapkan perubahan aturan melalui teknologi informasi. Terakhir, pada dimensi pembaharuan diketahui bahwa belum secara optimal dilakukan tindakan untuk menciptakan struktur penghargaan dan membangun pembelajaran individu serta mengembangkan organisasi. Kesimpulannya, transformasi organisasi belum berjalan secara maksimal disebabkan beberapa kendala seperti masih menggunakan SOP lama, kurangnya sarana dan prasarana serta program pendidikan dan pelatihan yang belum terstruktur dan berkelanjutan untuk para pegawai.*

### ABSTRACT

This research is based on indications of problems including budget composition and limited authority for the Bureau of Procurement of Goods and Services, lack of apparatus human resources to support the implementation of programs and activities, and decreased performance after the implementation of organizational transformation. Moreover, this research purposes to explore the transformation. The theory used in this study is the theory of organizational transformation from Gouillart and Kelly (1995). The research method uses qualitative methods with the purposive determination of informants. The results of the study show that the reframing dimension has been carried out well through the actions of achieving mobilization, creating the vision, and building a measurement system. In the restructuring dimension, they have carried out the actions of constructing the organization model and aligning the physical infrastructure, but have not finished carrying out the actions of redesigning the work architecture. Meanwhile, in the revitalization dimension, efforts have been made to achieve market focus, trying to invent new businesses and implement changes to the rules through information technology. Finally, the renewal dimension has not carried out optimally the actions to create a reward structure, build individual learning, and develop the organization. In conclusion, organizational transformation has not run optimally due to several obstacles such as still using old SOPs, lack of facilities and infrastructure as well as unstructured and unsustainable education and training programs for employees.

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## INTRODUCTION

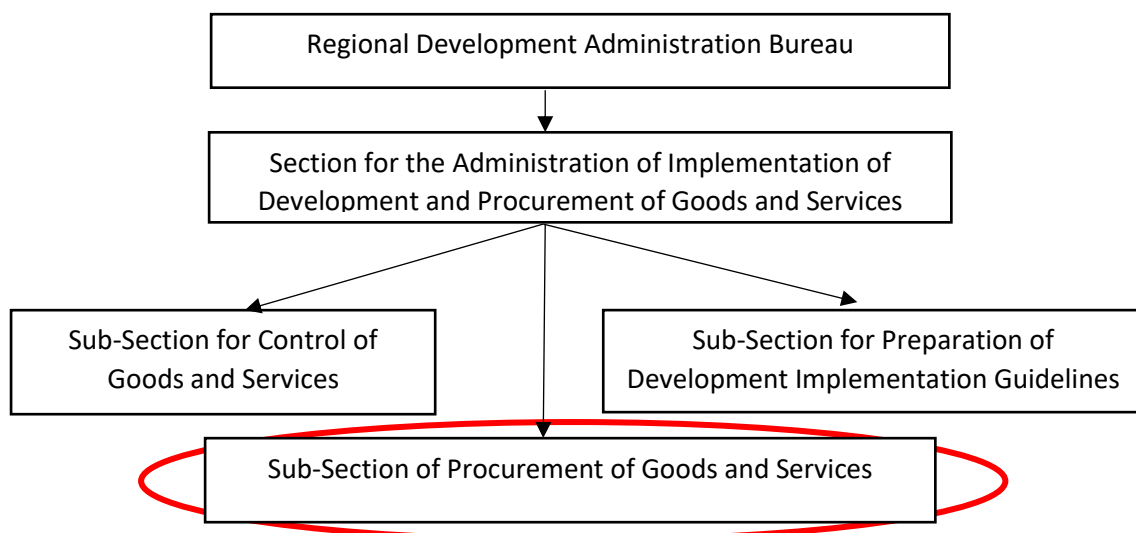
The Central Government and Regional Governments are not spared from the organizational transformation agenda. Through Presidential Regulation Number 16 of 2018 concerning Government Procurement of Goods/Services Article 75 which mandates that every Ministry/Institution/Regional Government/Institution is required to form a Goods/Services Procurement Work Unit (UKPBJ) that can provide services/guidance in the field of procurement of goods/ services, which is formed by the Minister/Head of Institution/Head of Region.

Based on Presidential Regulation Number 16 of 2018 above, Banten Province Government is also participating in organizational transformation through its Regional Apparatus, by issuing Banten Governor Regulation Number 27 of 2020 concerning changes to The Organizational Structure and Work Procedures (SOTK) at the Regional Secretariat of Banten Province. Through this policy, it is intended that regional apparatuses in Banten Province are adaptive to existing challenges and opportunities so that they can increase effectiveness and efficiency thus the practices that exist in the government system to realize transparency and accountability.

The Role of government in public administration is currently required to be able to provide responsive services to the community. The threats faced in the era of globalization have an impact on the government's ability to provide responsive services to be able to adapt to certain changes such as technological, economic, social, and political changes (Iqbal et al., 2021). The government also has a responsibility to obtain goods or services required for public services. With the procurement of goods/services, there is distribution and distribution of the state budget to achieve good governance. To achieve good governance, the state budget is disbursed and distributed together with the procurement of goods/services (Ginting et al., 2023).

One of the forms of the commitment of the Banten Provincial Government to realizing organizational transformation can be seen in the government's efforts to improve the efficiency and effectiveness of goods and services procurement services. Banten Province Government made changes to the SOTK for the Goods and Services Procurement Organization of Banten Province which still has the status of the Goods and Services Procurement Service Unit because before there was a change in the SOTK, the position of the Goods and Services Procurement Subdivision was under the Administration Section for the Implementation of Development and Procurement of Goods and Services which can be seen in the following chart:

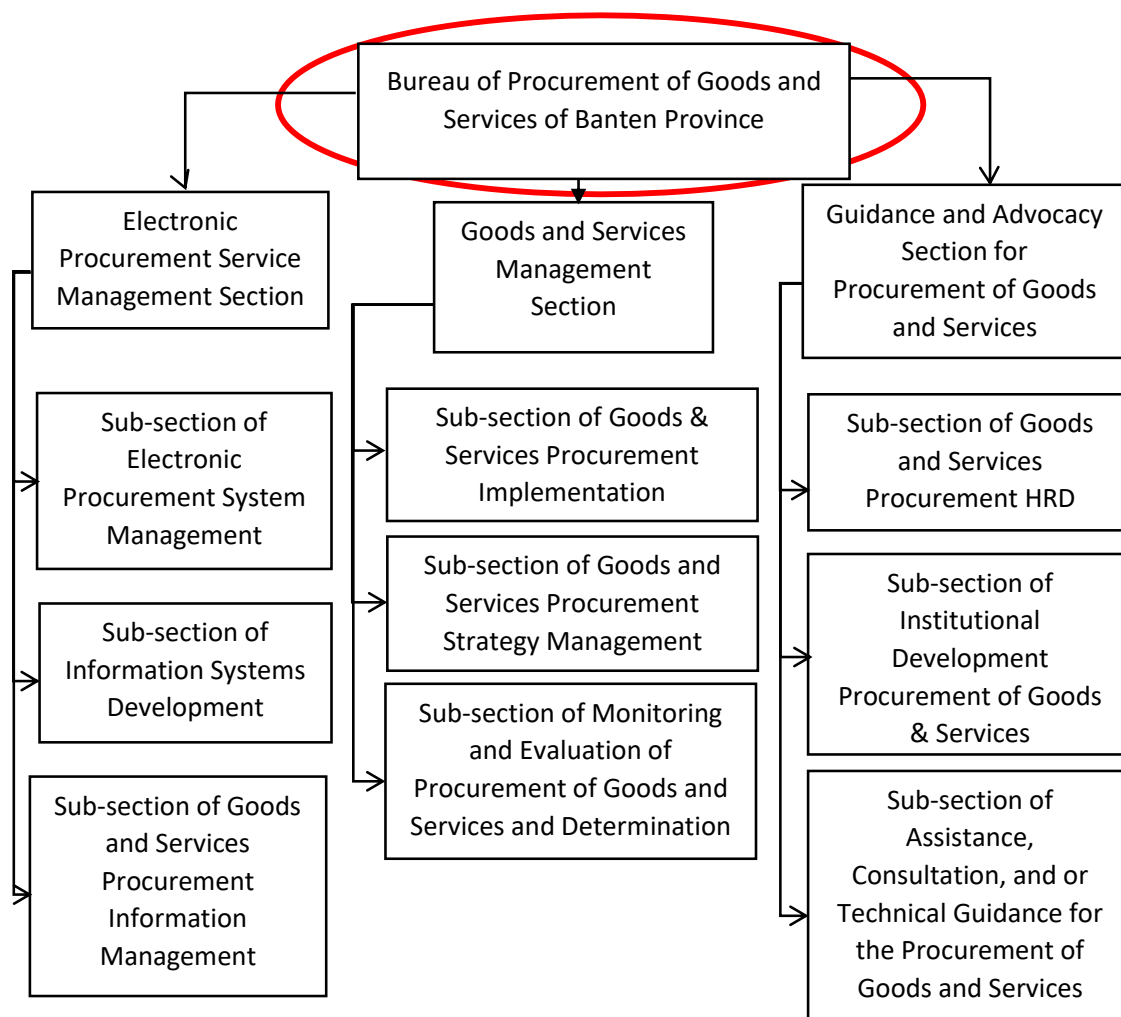
**Chart 1.**  
**SOTK Regional Development Administration Bureau of Banten Province**



Source: Governor of Banten Regulation Number 83 of 2016

Furthermore, there was a change in the SOTK from the Goods and Services Procurement Sub-Section with the status of the Goods and Services Procurement Service Unit to the Goods and Services Procurement Bureau with a new status as UKPBJ or Goods and Services Procurement Work Unit through Banten Governor Regulation Number 27 of 2020 concerning changes in The Organizational Structure and Work Procedures (SOTK) at the Regional Secretariat of Banten Province. SOTK changes can be seen in the following chart:

**Chart 2.**  
**SOTK Bureau of Procurement of Goods and Services of Banten Province**



Source: Socialization Materials and Inventory of Land Acquisition in Serang District, 2022

Based on the results of observations and initial interviews that have been conducted by the author, several indications of problems related to Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province were found, including:

First, the failure in restructuring was seen from the efforts of the Banten Province Goods and Services Procurement Organization which was previously supervised by the Development Administration Bureau and after an organizational transformation made its status rise to become the Goods and Services Procurement Bureau by the Banten Governor Regulation Number 27 of 2020, resulting in the development of an organizational structure. Which were

initially small to big as can be seen in chart 1 and chart 2. In addition, this also has an impact on the swelling of operational funds as stated in The Government Agency Performance Report (LKIP) at the 2021 Goods and Services Procurement Bureau, that there are constraints related to the composition of the budget and limited authority for the Bureau of Procurement of Goods/Services, especially for the procurement of Capital Expenditure; so that it affects the implementation of Office Administration and delays in service to stakeholders.

Second, based on interviews with the Head of the Banten Province Goods and Services Procurement Bureau that after the organizational transformation of the Banten Province Goods and Services Procurement Bureau, there was one section that was not used to handling work related to advocacy as shown in chart 2 in the Goods and Services Procurement Guidance and Advocacy Section. It is because the new advocacy section was formed after a change in structure, whereas in the previous structure, it was directly directed to the working group. Furthermore, the human resources in this section have not been able to adapt and handle work properly which has caused some work to be taken over by the Head of the Bureau of Procurement of Goods and Services. This statement is also in accordance with what is stated in The Government Agency Performance Report (LKIP) at the 2021 Goods and Services Procurement Bureau, that there is still a lack of human resources to support the implementation of programs and activities.

Third, the position of the Banten Province Goods and Services Procurement Bureau as a newly formed organization in 2020 coincides with the emergence of the Covid-19 pandemic. Thus, going through organizational changes is the right step and is one of the government's efforts to maintain the continuity of the organization so that it can survive facing uncertain problems such as the Covid-19 pandemic. However, this condition is also an obstacle in carrying out public services because of limited human resources due to PPKM (Implementation of Restrictions on Community Activities) and PSBB (Large-Scale Social Restrictions) as well as budget reallocations which hinder some work from being completed properly.

Through a comparison of the work data for the goods and services procurement package that was carried out while still having ULP Goods and Services status in 2019 with the work on the goods and services procurement package that was carried out after the change in SOTK and the increase in status to UKPBJ or the Bureau of Procurement of Goods and Services, it can be seen that there is a decrease in performance as listed in the following table:

**Table 1.**  
**Goods and Services Procurement Packages for 2019-2020**

No	Information	The 2019 Year Package		The 2020 Year Package	
		Amount	Value (IDR)	Amount	Value (IDR)
1	Proceed	5	985.041.689.453	-	-
2	Finished	418	2.252.048.222.929	226	1.529.682.555.471
3	Not Implemented	0	-	4	1.208.862.829
4	Diverted for handling Covid-19	-	-	4	9.818.123.759
Amount		423	2.252.048.222.929	215	1.540.709.542.059

Source: Banten Province Auction Recap Documents for 2019-2021, 2022

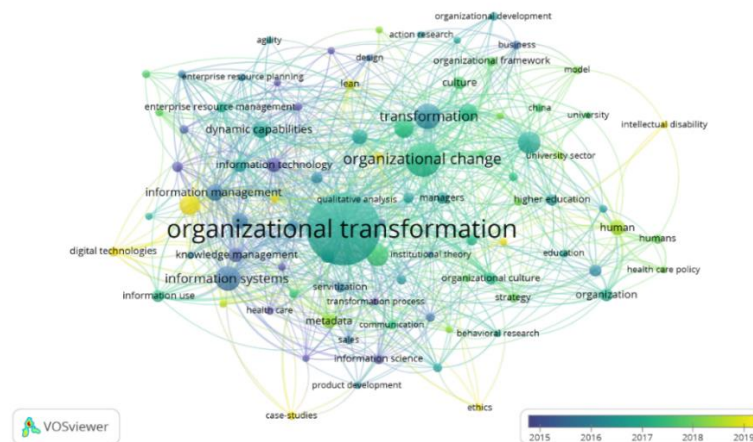
Based on the data above, it can be seen that in 2019 there are no packages that are not implemented, the remaining packages that are still running are only 5 packages. Meanwhile, in 2020, after the Organizational Transformation for the procurement of goods and services was carried out and part of the budget was diverted to handling the Covid-19 pandemic, four packages were not implemented as much as Rp.1.208.862.829. while the number of packages worked on in 2020 also experienced a significant decrease from the previous year with a relatively smaller budget. This shows a decrease in performance after the implementation of Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province.

## Literature Review

Furthermore, the authors collected several previous studies related to organizational transformation. Searching for previous research was carried out through the Scopus database which was then processed with the help of the VOSviewer application to produce a comprehensive view of research related to "Organizational Transformation".

The author limits the search for articles with a time range of 2011-2022 and Subject Areas related to socio-humanities so that a total of 651 relevant articles are obtained. Next, the author processes the data in CSV format through the VOSviewer application to produce the visualization below.

**Figure 1.**  
**Overlay Visualization from Organizational Transformation Articles**



Source: Article database from Scopus processed with Vosviewer, 2022

Based on the results of the visualization above, there has been quite a lot of previous research on Organizational Transformation in the Scopus database for the last 10 years, with an average of 60-65 articles published each year. Problems that are often discussed in previous research include those related to organizational change (Mushonga & Hudson, 2020), knowledge management (Rosdi et al., 2016), organizational culture (Setiawan, 2019; Smit, 2021), organizational development (Thol et al., 2012), information system (Metelenko et al., 2021), organizational framework (Purcell & Chahine, 2019) and dynamic capability (Baškarada & Koronios, 2018).

From the previous description, it can be seen that there has been no previous research that specifically discusses the Organizational Transformation of the procurement of goods and services. In addition, the authors focus on analyzing the transformation of

government organizations that manage the procurement of goods and services. With this explanation, this study will examine "Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province".

### **Transformation**

Transformation comes from the English word "transform" which means controlling a form from one form to another. The changes that occur can be categorized into two types. First, changes that no longer show similarities or resemblance to the original object. Second, changes in which the object produced still shows clues to the origin of the object (Ghufron, 2018). Then (Ihwan & Arifin, 2019) it is said that transformation is an act of change made to existing elements or rules (code). This is done by means of deviation, regrouping, assembly/re-collection, which refer to authenticity and are expected to produce new meanings. These methods are able to maintain their originality in bringing out new meanings and forms. Meanwhile, according to Gufron, transformation is a gradual process of change until it reaches the final stage. Here changes are made by responding to the influence of external and internal elements which will direct changes from previously known forms (Ghufron, 2018).

### **Organizational Transformation**

Organizational transformation is a simultaneous organizational governance process, which is a must for organizations. Organizational transformation is a process of organizational change that includes structures and processes in order to improve performance in accordance with the dynamics of the development of the organizational environment (Poerwanto & Ika, 2013). Organizational transformation encourages a change in the role of human resources from waiting for orders to granting authority to take initiative and be involved in decision making. Organizational transformation is a consideration or alternative adaptation to new ideas and or environmental dynamics in the production process (Marsuq, 2018).

According to Osborne and Plastrik that organizational transformation is usually taken to answer challenges that threaten the survival of the organization (Osborne & Plastic). (Mintzberg, 1993) stated that transformation is a process of formulating a strategy as a consequence of organizational configuration in addition to describing the state of the organization. Some prime examples of this form of transformation are turnaround, building new strengths, and downsizing (Berge & Sikora J, 1993). Then, there are four aspects of organizational transformation including Reframing, Restructuring, Revitalization, and Renewal (Gouillart & Kelly, 1995).

## **RESEARCH METHODS**

The research method used by the author in this study is qualitative approach. The approach was implemented because this study seeks to describe the views and perceptions of researchers as a whole and seeks to study and analyze Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province. This is in line with the opinion expressed by Creswell regarding the qualitative approach, as follows "A qualitative study is defined as an inquiry process of understanding a social or human problem, based on building a complex holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting". (Creswell, 2014)

In this study, data collection techniques were used including interviews, documentation studies, and field observations. The informant collection technique chosen by the researcher was purposive with a total of 10 informants, this is because the writer wanted to get information

from people who understand the object of research, namely regarding Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province.

Considerations in selecting informants are as follows:

1. The authority possessed by the informant in carrying out Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province.
2. Considered to have knowledge of Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province.
3. Has direct experience with Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province.
4. Have sufficient time to be asked for information regarding Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province.

Based on these considerations, the authors created a dataset of informants who were considered to have knowledge of issues related to Organizational Transformation at the Government Goods and Services Procurement Bureau in Banten Province in the following table.

**Table 2.**  
**Dataset Informan Penelitian**

No.	Position	Informant Code	Data Format
1	Head of Goods and Services Procurement Bureau of Banten Province	Informant 1	-Documents -Interview result
2	Head of Goods/Services Management Section	Informant 2	-Interview result
3	Head of Subdivision of Institutional Development of Procurement of Goods/Services	Informant 3	-Interview result
4	Head of Subdivision of Goods/Services Procurement Strategy Management	Informant 4	-Documents -Interview result
5	Head of HR Development Subdivision for Procurement of Goods/Services	Informant 5	-Documents -Interview result

No.	Position	Informant Code	Data Format
6	Head of Assistance, Consultation, and or Technical Guidance for the Procurement of Goods/Services	Informant 6	-Interview result
7	Staff of the Bureau of Procurement of Goods/Services	Informant 7, 8, 9 and 10	-Documents -Interview result -Observation

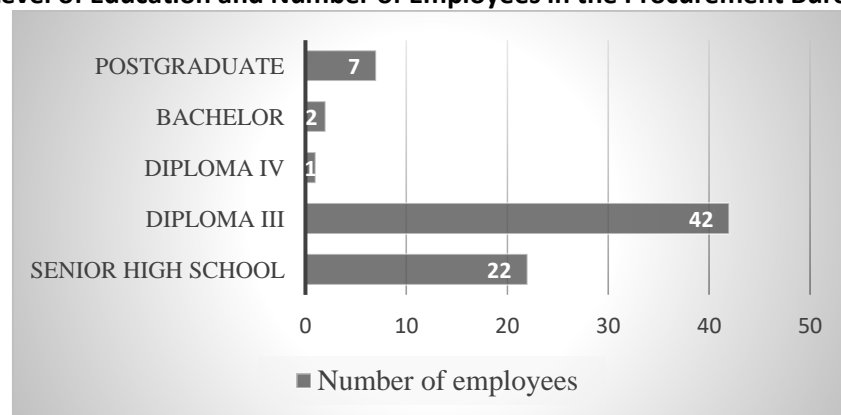
Source: Processed by the author, 2022

The data obtained will then be analyzed using an interactive model proposed by Miles, Huberman, and Saldana through three steps of data analysis consisting of data condensation, data presentation, and drawing conclusions or verification (Miles et al., 2014).

## RESULTS AND DISCUSSIONS

### Results

**Figure 2.**  
**Level of Education and Number of Employees in the Procurement Bureau**



Source: Banten Province Goods and Services Procurement Bureau, 2022

The Bureau of Procurement of Goods and Services has a total of 74 employees consisting of various educational backgrounds ranging from high school to postgraduate. Based on the data above, it can be seen that the composition of the employees of the Bureau of Procurement of Goods and Services of Banten Province is dominated by 42 graduates of Higher Education with Bachelor's degrees and 22 people with Postgraduate degrees.



**Table 3.**  
**Comparison of Procurement Organizational Transformation**

Aspects Compared	Goods and Services Procurement Subdivision (2016-2020)	Goods and Services Procurement Bureau (2020-present)
Legal basis	Governor of Banten Regulation Number 83 of 2016 concerning Position, Main Duties, Functions, Types, SOTK Regional Apparatuses of Banten Province	Governor of Banten Regulation Number 27 of 2020 concerning Changes in the Organizational Structure and Work Procedure (SOTK) at the Regional Secretariat (Setda) of Banten Province
Status	Goods and Services Procurement Service Unit under the Development Administration Bureau	Increase in status to UKPBJ or Work Unit for Procurement of Goods and Services
Vision	"Banten that is advanced, independent, competitive, prosperous and has good morals".	"Banten that is advanced, independent, competitive, prosperous and has good morals".
Mission	<ol style="list-style-type: none"> <li>1. First Mission: Creating Good Governance, to establish effective, efficient, transparent, accountable regional government institutions with integrity, competence, and serving the community.</li> <li>2. Second Mission: Building and Improving the Quality of Infrastructure, to increase the quality of regional infrastructure in supporting the smooth flow of goods, people, and services oriented towards increasing regional development and the regional economy.</li> <li>3. Fifth Mission: Improving the quality of growth and economic equity to increase the economy sustainably based on local economic potential.</li> </ol>	<ol style="list-style-type: none"> <li>1. First Mission: Creating Good Governance <ul style="list-style-type: none"> <li>▪ Implementation of <i>E-Planning</i>, <i>E-Monev</i>, and <i>E-Budgeting</i></li> <li>▪ Bureaucratic Reform</li> <li>▪ Implementation of Performance Management (Increased LAKIP Predicate from CC to BB)</li> <li>▪ Financial Governance Reform (Increased Predicate from Disclaimer/WDP to WTP)</li> <li>▪ Increasing Community Satisfaction Index in Public Services</li> <li>▪ Improvement of the Corruption Perceptions Index</li> <li>▪ Improve working relations between the Province and the Regency/City</li> </ul> </li> <li>2. Second Mission: Build and Improve the Quality of Infrastructure <ul style="list-style-type: none"> <li>▪ Construction of Damaged Provincial Road Sections</li> <li>▪ Construction of a new collector road to open isolation lanes and open interconnections between areas</li> <li>▪ Construction and repair of bridges on all provincial roads</li> <li>▪ Construction of crossing bridges to facilitate residents'</li> </ul> </li> </ol>

Aspects Compared	Goods and Services Procurement Subdivision (2016-2020)	Goods and Services Procurement Bureau (2020-present)
		<p>access to public services and economic activities</p> <ul style="list-style-type: none"> <li>▪ River normalization of all rivers in Banten</li> <li>▪ Situ normalization to return site function</li> <li>▪ Construction of a Type B terminal and development of a provincial-scale mass transportation system</li> <li>▪ Infrastructure development that supports the sea transportation system and maritime sector economic activity</li> <li>▪ Revitalization of the Old Banten Area in the context of developing the tourism sector and preserving cultural heritage and local wisdom</li> <li>▪ Arrangement of slum areas of fishing villages, rural/urban areas</li> </ul> <p>Environmental impact control and provincial scale waste management to maintain environmental carrying capacity and implement sustainable development</p> <ul style="list-style-type: none"> <li>▪ Evaluation of planning for utilization of provincial spatial control</li> <li>▪ Development and revitalization of agricultural infrastructure (dams and irrigation)</li> </ul>
Objective	"The realization of development administration policy support and procurement of goods/services"	" The realization of policy support for the procurement of goods/services"

Source: LKIP Development Administration Bureau 2020 and LKIP Bureau of Procurement of Goods and Services 2021, 2022

Based on the comparison table above, it can be seen that there are significant differences after the Banten Province Goods and Services Organization underwent organizational transformation including changes in organizational nomenclature, legal basis, status, mission, and goals. Then, the similarity lies in the organizational vision which refers to the Vision of the Provincial Government of Banten, namely "Banten that is Forward, Independent, Competitive, Prosperous and Berahlakul Karimah".

## Discussion

### a. Reframing

According to Gouillart and Kelly, reframing is the shifting of the organization's conception of what it is and what it can achieve. It addresses corporate mind and infuses it with new visions and new resolve (Gouillart & Kelly, 1995). Reframing is a change in the way of thinking about the steps to achieving organizational goals, which then becomes the reason for carrying out an organizational transformation with a new vision and achievements.

Organizational change ideally begins with a change in mindset or reframing which will result in a change in outlook or concept of thinking. Reframing is an attempt to reframe an object in a new and constructive way to get a different picture than before. This process requires tolerance for different realities as a result of a new thought construction. In reframing, actions are carried out which include: Achieve Mobilization, Creating The Vision, and Building a measurement system. (Gouillart & Kelly, 1995)

Broadly speaking, based on the element of achieving mobilization, it is known that the readiness of employees in facing the organizational transformation that occurs at the Bureau of Procurement of Goods and Services of Banten Province is quite ready based on the information provided by the informant. However, the absence of special programs and/or actions provided by the Bureau of Procurement of Goods and Services of Banten Province regarding organizational transformation certainly creates problems in the ability of employees to deal with change. In addition, the communication pattern that was built also could not support the goals to be achieved by the Banten Province Goods and Services Procurement Bureau, because the communication pattern was not by the conditions and competence of the employees.

The Banten Province Goods and Services Procurement Bureau is a government organization within the scope of the Regional Government of Banten Province. As part of the Regional Government, the Bureau of Goods and Services Procurement of Banten Province is also responsible for realizing the vision of the Regional Government of Banten Province. Thus, the Banten Provincial Goods and Services Procurement Bureau must be able to describe the vision and mission of the Banten Provincial Government. The Banten Province Goods and Services Procurement Bureau follows the vision of the Banten Provincial Government, namely "Advanced, Independent, Competitive, Prosperous, and Berahlakul Karimah Banten". The formulation of the vision of the Bureau of Procurement of Goods and Services for the Province of Banten is a mandate for the implementation of the law, which seems to give the impression of mere formality. However, on the other hand, as a newly formed organization, the Bureau of Goods and Services Procurement of Banten Province must be able to carry out the intended vision and mission (mission-driven organization) not just because there are demands from laws and regulations (rule-driven organization).

Then, the Banten Province Goods and Services Procurement Bureau has benchmarks and targets for determining actions in achieving predetermined goals as outlined in The Government Agency Performance Accountability Report (LAKIP). Government Agency Performance Accountability Report (LAKIP) is an embodiment of accountability for the implementation of main tasks and functions as well as management of resources and implementation of policies entrusted to each Government Agency, based on an adequate accountability system. LAKIP also plays a role as a control tool, a performance appraisal tool, and a driving tool for the realization of good governance. From a broader perspective, LAKIP functions as a medium of accountability to the public.

The Government Agency Performance Accountability Report (LAKIP) has two main functions. First, LAKIP is a means for the Bureau of Goods and Services Procurement of Banten Province to deliver accountability for performance results to all stakeholders. Second, LAKIP is a means of evaluating the achievement of the performance of the Banten Province Goods and Services Procurement Bureau, as a basis for efforts to improve performance in the future. The two main functions of LAKIP are a reflection of the intent and purpose of preparing and submitting LAKIP by each government agency.

#### **b. Restructuring**

The second dimension in organizational transformation is restructuring, the main key in the process of change or transformation that involves restructuring is "body within". With the organizational restructuring transformation, the organization is expected to be able to work more effectively, efficiently and fairly in realizing every program and activity. Restructuring is a girding of the corporate loins, earning it to achieve a competitive level of performance. It deals with the body of the corporation and competitiveness-the need to be lean and fit-is the primary consideration. Restructuring is the domain where payoffs are fastest and cultural difficulties are greatest, offending making layoffs and the anxiety associated with them an unavoidable side effect. The payoffs, however, if invested in revitalization and renewal can be used to heal the wounds, if not lessen their severity. Many companies stop at restructuring. Cajoled into contentment by their "quick wins" But they won't gain true health unless they use those wins to fuel longer-term transformation programs. In the restructuring, it is necessary to take actions including the following: Constructing the Organization Model, Configuring the Physical Infrastructure, and Redesigning the Work Architecture. (Gouillart & Kelly, 1995)

The activity Constructing The Organization Model shows that there is an enlargement of the structure when viewed from the initial status of ULP and then increased to UKPBJ, but based on the results of interviews with several informants, it implies that the organizational structure policy of the Bureau of Procurement of Goods and Services for Banten Province is still considered ideal. The ideal size is not seen from the size of the organization, but how the existing structure must of course be able to answer the challenges of the basic tasks and functions that are by the vision and mission of the Banten Province Goods and Services Procurement Bureau.

The Physical Infrastructure activity, it is known that the condition of tables, chairs, office cabinets, and rooms in the Goods and Services Procurement Organization of Banten Province is still in good condition and representative. The availability of these facilities creates a comfortable work environment for employees. The availability of these facilities will support employee performance to be more professional. The completeness of these facilities also has an impact on work motivation and supports employees in carrying out their duties, principles, and functions. In addition to getting work facilities, the Bureau of Procurement of Goods and Services for Banten Province also has mobility support facilities for employees. The means of mobility include official cars and motorbikes. The number of mobility support facilities is enough to fulfill them because basically, they are secondary. Therefore, the budget is better allocated for the provision of facilities/facilities to support employee work. This will have a more positive impact on employees.

Next, through Redesign the work architecture activity it can be concluded that it must align the individuals involved in it and there must be cooperation between stakeholders and the political will of the organizational leadership is crucial for the success of redesigning this working mechanism, even though the organizational structure and model of the Bureau of Procurement of Goods and Services of Banten Province has been regulated and must by existing laws and

regulations, but organizational leaders still play an important role in the successful transformation of government organizations in the restructuring dimension.

### **c. Revitalizing**

Revitalization is the third dimension of organizational transformation because what is the main key in the process of change or transformation related to revitalization is "body and environment". In the process of organizational transformation, the dimensions of revitalization that are of primary concern are the organizational body and its environment. Gouillart and Kelly argued that: "Revitalization is about igniting growth by linking the corporate body to the environment. everyone wants to grow, but the sources of growth are often elusive, making the process of achieving growth more challenging and protracted than restructuring. Of all the four R's, revitalization is the single greatest factor that clearly distinguishes transformation from them downsizing" (Gouillart & Kelly, 1995). "The three revitalization chromosomes: Achieve market focus, Invent new business, and Change the rules through information technology." (Gouillart & Kelly, 1995)

In achieving market focus activity based on data in the field, it can be seen that the role of the surrounding community as users of public services has been involved. In addition, the Banten Province Goods and Services Procurement Bureau routinely conducts hearings and receives input from various stakeholders regarding development interests in Banten Province which are within its authority.

To invent new business activities, it can be seen that the Goods and Services Procurement Bureau of Banten Province has provided education and training for employees. However, the training provided is only for several layers of employees and even then it is not structured and continuous. This education and training are very important to build a partnership pattern in the organization.

Finally, in the Changing The Rules Through Information Technology activity, it is known that the Goods and Services Procurement Bureau of Banten Province already has adequate systems and information technology to support employee performance. In addition, several obstacles are felt because the learning process uses an IT system that requires a long time, thus making the shopping process hampered.

### **d. Renewal**

Renewal is the fourth dimension of organizational transformation, which is the main key in the process of change or transformation concerning renewal is "spirit". The meaning of the word spirit in the Big Indonesian Dictionary is spirit, soul, soul and spirit. Gouilart and Kelly argue that: "spirituality is the key component of successful corporations. Without spirituality there can be no transformation. The spirit of learning and growth is what animates all great people and all great corporations. This spirit exerts itself through the building of bigger and bigger networks of connected nodes. It is what constitutes renewal".(Gouillart & Kelly, 1995)

Renewal is the fourth dimension of organizational transformation, which is the main key in the process of change or transformation concerning renewal is "spirit". In the renewal dimension, some activities need to be carried out to increase the potential for this renewal, namely through Developing The Reward System, Building Individual Learning, and Developing The Organization. (Gouillart & Kelly, 1995)

The first thing that will be discussed is the dimension of renewal in organizational renewal, namely developing the reward system. It can be seen that it is related to rewards and

punishments at the Bureau of Procurement of Goods and Services in Banten Province. follow the instructions and rules of the BKD (Regional Civil Service Agency).

Furthermore, in the second activity, namely building individual learning, it was concluded that there was no structured and sustainable education which caused the organizational transformation at the Goods and Services Procurement Bureau of Banten Province to be imperfect. Because currently the organizational transformation being carried out is still not good enough, especially related to the development of its Human Resources. One of them is, efforts to build individual learning to improve the ability of each individual in the organization have not been seen being carried out by the Bureau of Procurement of Goods and Services of Banten Province.

Finally, through the activity of developing the organization it is known that the Banten Province Goods and Services Procurement Bureau has an organizational development plan based on Presidential Government Regulation Number 16 of 2018 Concerning Government Procurement of Goods/Services Article 75 which mandates that in every Ministry/Institution/Government Regions/Institutions are required to form a Goods/Services Procurement Work Unit (UKPBJ). As well as Banten Governor Regulation (Pergub) Banten Number 27 of 2020 concerning changes to The Organizational Structure and Work Procedures (SOTK) at the Regional Secretariat (Setda). However, regarding these changes, the attitude taken by the Bureau of Goods and Services Procurement of Banten Province was only to conduct outreach without involving employees in making adjustments and strategies for developing the organization. Employees at the Goods and Services Procurement Organization of Banten Province certainly understand more about internal needs and conditions.

## CONCLUSIONS

The conclusion in this study is that the organizational transformation at the Bureau of Procurement of Goods and Services of Banten Province has not run optimally because there are still several obstacles such as still using old Standard Operating Procedures (SOPs) which make work in the advocacy department not properly accommodated because it is a part that has just been formed after transformation, still lack of facilities and infrastructure to support performance improvement as well as unstructured and unsustainable education and training programs for employees.

On the other hand, the Bureau of Procurement of Goods and Services for Banten Province has changed its organizational structure in accordance with the directives of Presidential Regulation Number 16 of 2018, although it will take longer for it to be completely revised in 2020 by issuing Governor of Banten Regulation Number 27 of 2020 concerning Changes in the Organizational Structure and Work Procedure (SOTK) at the Regional Secretariat (Setda) of Banten Province. In addition, the use of IT in the Banten Province Goods and Services Procurement Bureau already has adequate systems and technology to support organizational activities through the e-procurement system.

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