



Determinants of Procurement Performance: The Mediating Role of E-Purchasing Effectiveness

Eny Suryani

General Affairs Bureau's Goods and Services Procurement Unit, Indonesian Food and Drug Authority, Jakarta, Indonesia

ARTICLE INFO

Article history:

Received: 2026-04-11

Revised: 2026-05-25

Accepted: 2026-07-27

Keywords:

Determinants; E-Purchasing; Procurement Performance

DOI:

<https://doi.org/10.38043/jids.v10i1.7962>

ABSTRACT

Government procurement plays an important role in the implementation of the State Budget. Indonesian Food and Drug Authority is a non-ministerial government agency that has a strategic role in the field of drug and food supervision, with a total budget of approximately 60% used for procurement of goods and services. This study aims to analyze the factors influencing (determinants) procurement on procurement performance with the mediation of the effectiveness of e-purchasing. In this study, the Resource-Based View theory and the Technology Acceptance Model theory are used to provide a more comprehensive picture of the factors influencing procurement performance. This study was designed using a quantitative approach with structural equation modelling (SEM) Smart PLS 4.0. The research subjects were Commitment Making Officials and Procurement Officials with specific criteria within the Indonesian Food and Drug Authority. The results indicate that the adoption of technology, regulations and policies, as well as buyer-supplier relationships, have a positive and significant impact on procurement performance and the effectiveness of e-purchasing.

Jurnal Ilmiah Dinamika Sosial is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License. ([CC BY-NC 4.0](https://creativecommons.org/licenses/by-nc/4.0/)).



1. INTRODUCTION

Government Procurement plays an important role in the implementation of the State Budget, where at least approximately 30-40% of the total government budget is used for PBJP activities in the form of goods expenditure or capital expenditure (Azwar, 2016; Choi et al., 2016; Heriawati, 2018). However, public procurement remains vulnerable to inefficiency, collusion, corruption, manipulation, and fraud which may negatively affect procurement performance (Gunasegaran et al., 2023). Therefore, improving procurement performance requires not only effective procurement processes but also an understanding of the organizational and institutional factors that determine their success

The literature review identified factors that influence (determine) the success of public procurement in several countries. It was found that regulatory factors influence the implementation of public procurement in construction projects (Owusu et al., 2020; Tabish & Jha, 2011). According to Carnor & Qartey (2024), the adoption of electronic procurement has a positive effect on procurement performance. Buyer-supplier relationships significantly improve procurement performance by facilitating supply chain practices and total quality management, which ultimately leads to increased product innovation and business performance (Gunawan et al., 2024). These findings indicate that procurement performance is influenced by a combination of technological, regulatory, and relational factors

The increasing use of electronic procurement has further transformed the way public organizations conduct procurement activities. E-purchasing through e-catalogues enables procurement transactions to be conducted electronically and is expected to improve the efficiency and effectiveness of procurement processes. However, the effectiveness of e-purchasing does not necessarily translate directly into improved procurement performance. Previous studies have primarily examined technology adoption, regulatory factors, or buyer-supplier relationships in relation to e-procurement or procurement performance, while the role of e-purchasing effectiveness as an intervening mechanism linking these determinants to procurement performance remains less explored. In particular, limited empirical evidence simultaneously examines technology adoption, regulations and

policies, and buyer-supplier relationships in relation to procurement performance through the effectiveness of e-purchasing in a public-sector institutional context.

This gap is particularly relevant in the Indonesian government context, where e-purchasing through the electronic catalogue has become an important mechanism for public procurement. The Indonesian Food and Drug Authority, as a non-ministerial government agency responsible for drug and food supervision, relies on effective procurement to support the implementation of its main duties and functions. Effective procurement practices enable The Indonesian Food and Drug Authority to establish partnerships, meet operational requirements, and respond to drug and food safety challenges in a timely manner.

Based on the budget ceiling managed by the Indonesian Food and Drug Authority from 2021 to 2024, the percentage of procurement expenditure is approximately 60% or nearly two-thirds of the total budget of the Indonesian Food and Drug Authority. This indicates that procurement is a crucial factor in relation to the performance of the Indonesian Food and Drug Authority as the agency responsible for monitoring drugs and food in Indonesia. Furthermore, the expansion of the Indonesian Food and Drug Authority work units from 43 to 83 in 2021, consisting of work units in Jakarta and across the regions, has increased the complexity of procurement management and created greater demands for effective governance, technological adaptation, human resources, and coordination with suppliers.

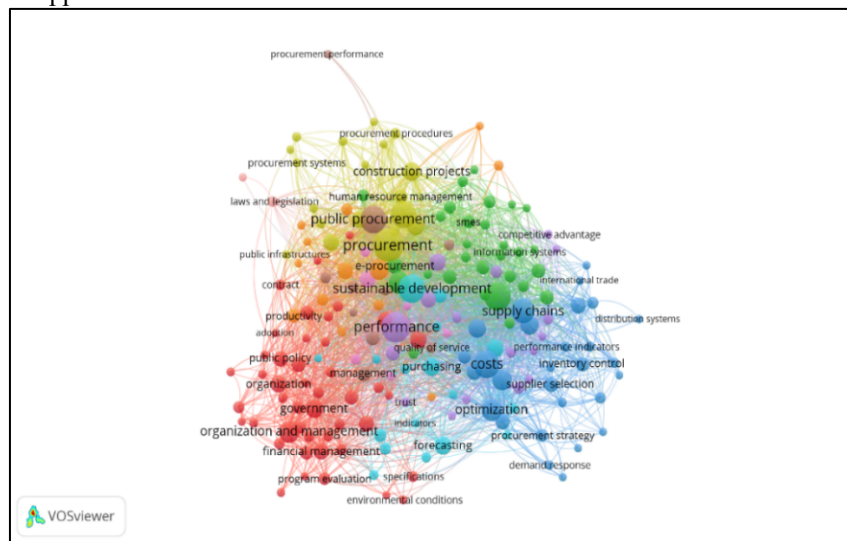


Figure 1. Visualization of Procurement Performance Network Analysis
Source: Processed data (2024)

Figure 1 shows that from the results of research mapping through a bibliometric analysis approach using the Scopus database with the keyword “Procurement Performance” and the assistance of VOSviewer software, it can be seen that the most frequently conducted research is on procurement, public procurement, and supply chain management. This finding further supports the need to examine the relationships among specific determinants of procurement performance and the potential role of e-purchasing effectiveness as an intervening mechanism.

Accordingly, this study addresses the identified research gap by examining the effects of technology adoption, regulations and policies, and buyer-supplier relationships on procurement performance, while positioning the effectiveness of e-purchasing through e-catalogues as an intervening variable. The study focuses on goods and services procurement officers who are directly involved in government procurement and e-purchasing activities. By integrating technological, regulatory, and relational determinants into a single analytical model, this study seeks to provide a more comprehensive understanding of the factors influencing procurement performance in the public sector. The findings are expected to contribute to public administration scholarship, particularly in the area of public procurement governance, and provide empirical insights for improving the effectiveness of e-purchasing and procurement performance in government institutions.

The theories used in this study are Technology Acceptance Model (TAM) and the Resource-Based View (RBV). TAM focuses on the psychological dimensions of individuals’ acceptance of technology, particularly through perceived usefulness and perceived ease of use, while RBV emphasizes an organization’s internal capabilities such as IT infrastructure and a culture of innovation as sources of competitive advantage. The combination of RBV and TAM enables this study to examine technology adoption from both strategic and behavioral perspectives simultaneously, and to offer practical recommendations so that organizations not only invest in capabilities but also ensure positive user acceptance.

2. METHOD

Procurement at the Indonesian Food and Drug Authority is closely connected to the implementation of its core responsibilities in drug and food supervision. Effective procurement is therefore not merely an administrative function but also supports the availability of goods and services required to carry out regulatory and supervisory activities. The combination of high procurement intensity, organizational complexity, and the increasing use of electronic procurement make the Indonesian Food and Drug Authority a relevant institutional setting for examining how technology adoption, regulations and policies, and buyer-supplier relationships influence procurement performance, including through the effectiveness of e-purchasing.

The population of this study consists of procurement officers within the Indonesian Food and Drug Authority, specifically Commitment Making Officials and Procurement Officials who were directly engaged in government goods and services procurement activities. To ensure that the respondents had sufficient knowledge and practical experience relevant to the study, participants were required to have a minimum of one year of experience in government procurement and to have been directly involved in e-purchasing activities.

This study employed a probability sampling method using a simple random sampling approach. This technique was used because every member of the population has an equal chance of being selected for the sample, thereby minimizing bias in the sampling process and yielding data that is representative of the entire population. Primary data were collected through a structured questionnaire distributed to eligible respondents using Google Forms. The respondents were asked to provide their perceptions and assessments based on the statements presented in the questionnaire. All measurement items were assessed using a four-point Likert scale, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree). After the eligibility criteria were applied, 156 completed questionnaires were considered valid and included in the analysis.

The variables used in this study include determinants of procurement performance as independent variables, namely Technology Adoption, Regulation and Policy, and Buyer-Supplier Relations. The effectiveness of e-purchasing through e-catalogues is positioned as an intervening variable, while procurement performance is also analyzed as a dependent variable. To test the relationship between variables, Structural Equation Modeling (SEM).

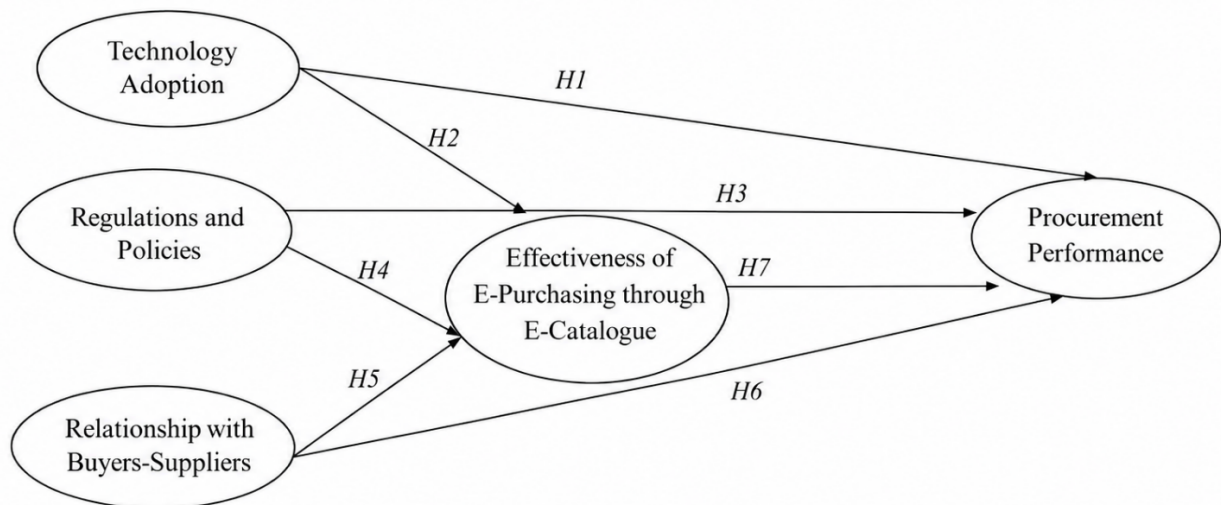


Figure 2. Research Framework

Source: Processed data (2024)

Based on Figure 2, the hypothesis of this study is:

- H1: The adoption of technology has had a significant positive impact on procurement performance at the Indonesian Food and Drug Authority
- H2: The adoption of technology has a significant positive impact on the effectiveness of e-purchasing through e-catalogues at the Indonesian Food and Drug Authority
- H3: Regulations and policies have a significant positive impact on procurement performance at the Indonesian Food and Drug Authority
- H4: Regulations and policies have a significant positive effect on the effectiveness of e-purchasing through e-catalogues at the Indonesian Food and Drug Authority
- H5: The buyer-supplier relationship has a significant positive effect on procurement performance at the Indonesian Food and Drug Authority
- H6: The buyer-supplier relationship has a significant positive effect on the effectiveness of e-purchasing through e-catalogues at the Indonesian Food and Drug Authority

H7: The effectiveness of e-purchasing through e-catalogues has a significant positive effect on procurement performance at the Indonesian Food and Drug Authority

3. RESULT AND DISCUSSION

Research Hypothesis Conclusion

Table 12. Hypothesis Testing Results (Bootstrapping Test)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Research Hypothesis Conclusion
Technology Adoption -> procurement performance	0.184	0.181	0.078	2.354	0.019	H1 accepted
Technology Adoption -> Effectiveness of E-Purchasing through E-Catalogue	0.343	0.347	0.101	3.391	0.001	H2 accepted
Regulations and Policies -> procurement performance	0.410	0.417	0.107	3.843	0.000	H3 accepted
Regulations and Policies -> Effectiveness of E-Purchasing through E-Catalogue	0.392	0.389	0.114	3.433	0.001	H4 accepted
Buyer-Supplier Relationship -> procurement performance	0.346	0.344	0.087	3.974	0.000	H5 accepted
Buyer-Supplier Relationship -> Effectiveness of E-Purchasing through E-Catalogue	0.191	0.190	0.084	2.269	0.023	H6 accepted
Effectiveness of E-Purchasing through E-Catalogue -> procurement performance	0.021	0.018	0.085	0.251	0.802	H7 rejected

Source: Output from SmartPLS4 software, 2025

Hypothesis 1 (Technology Adoption has a significant positive influence on procurement performance)

The positive and significant effect of technology adoption on procurement performance indicates that the utilization of digital technologies has become an important organizational capability in supporting procurement activities at the Indonesian Food and Drug Authority. Technology adoption enables procurement actors to conduct procurement processes through more standardized, integrated, and traceable digital procedures. The availability of real-time information and digital transaction records can reduce administrative inefficiencies, facilitate monitoring, and support more evidence-based procurement decisions. Consequently, greater adoption and utilization of procurement technologies can contribute to improved efficiency, transparency, timeliness, and overall procurement performance. This finding is consistent with the broader transformation of public procurement, in which digital technologies are increasingly used to integrate procurement processes, improve data management, strengthen transparency, and support data-driven decision-making.

The Technology Acceptance Model framework is further reinforced by empirical findings suggesting that organizational culture plays a critical role in the acceptance of e-procurement, ensuring that perceived benefits translate into actual improvements in procurement performance. For example, Issah and David found that electronic procurement not only enhances performance but also correlates positively with value for money spent a critical aspect in evaluating procurement success (Issah & Ackah, 2024)

Hypothesis 2 (Technology Adoption has a significant positive influence on the Effectiveness of E-Purchasing Through E-Catalogue)

These findings indicate that the higher the level of technology adoption in the procurement process, the more effective the e-purchasing system is. This can happen because the technology adopted can improve process efficiency, speed up transactions, and minimize errors that often occur in conventional procurement. With an automated and integrated system, the implementation of e-purchasing becomes more transparent and accountable.

Currently, at the Indonesian Food and Drug Authority, e-purchasing has become the primary method for selecting goods and services. The use of e-purchasing through an e-catalog has simplified the electronic ordering process, reduced manual data entry errors, accelerated the supplier selection process, and clarified the audit trail. The consistent use of the system by Commitment Making Officials and Procurement Officials, has fostered a positive perception of the system, which ultimately strengthens the effectiveness of its implementation.

In the context of Technology Acceptance Model theory, when users feel confident in their ability to navigate digital procurement tools, they are more likely to engage with those tools effectively, thereby maximizing their impact on procurement efficiency. This underscores the importance of aligning technology adoption strategies with user needs and organizational goals to ensure the successful implementation of electronic purchasing systems.

Hypothesis 3 (Regulation and Policy have a significant positive influence on Procurement Performance)

The Indonesian Food and Drug Authority consistently aligns its internal procurement policies with national government procurement regulations and their amendments. Institutionally, the Procurement Unit is positioned under the coordination of the General Affairs Bureau as a permanent organizational unit, reflecting the agency's commitment to strengthening professional and integrated procurement governance. This institutional arrangement is supported by standardized operating procedures covering the procurement cycle, from needs planning and procurement preparation to supplier selection, contract management, handover, and reporting. The alignment between regulatory frameworks, institutional capacity, standardized procedures, and technological development provides a strong foundation for improving the efficiency, consistency, transparency, and accountability of procurement processes within the Indonesian Food and Drug Authority.

Research shows that clear procurement policies have a significant impact on the operational performance of public agencies by encouraging competition and setting standards of accountability, which are key factors in achieving value-for-money (Kipo-Sunyhzi et al., 2024; Patrucco et al., 2019) highlighting that organizational decisions in the public sector play a crucial role in promoting cooperation between administrative levels and ensuring compliance with regulatory frameworks, which ultimately improves procurement outcomes.

The Resource-Based View (RBV) theory provides an interesting perspective on how regulations and policies contribute to procurement performance by shaping organizational resources into sources of competitive advantage. In addition, regulatory aspects serve as an external framework that supports the optimal utilization of these resources. Harmonization of regional regulations and strict enforcement of rules ensure that internal resources can be used synergistically with applicable standards and policies, thereby enhancing trust, strengthening institutional capacity, and reducing risk. Thus, the success of risk management depends not only on superior internal resources but also on a supportive regulatory framework, as highlighted in the RBV approach and the importance of regulation in creating sustainable competitive advantage (Gilbert & Celestin, 2025)

Hypothesis 4 (Regulation and Policy have a significant positive influence on the Effectiveness of E-Purchasing Through E-Catalogue)

To optimize the utilization of the Electronic Procurement System, the Indonesian Food and Drug Authority establishes annual performance targets for each work unit through the Key Performance Indicator known as the System Utilization Index. This indicator measures the extent to which work units adopt and utilize digital systems in government procurement and serves as a managerial instrument to encourage consistent and equitable use of electronic procurement across central and regional units. The policy is supported by empirical findings indicating that regulations and organizational policies have a positive and significant effect on the effectiveness of e-purchasing through the e-catalogue. By establishing measurable procurement-related performance targets, the Indonesian Food and Drug Authority encourages work units to actively and consistently utilize e-purchasing in accordance with applicable procedures, including planning, ordering, and reporting. Consequently, the integration of measurable performance targets into organizational management helps foster a technology-oriented work culture, accelerate digital transformation in procurement, and enhance the efficiency, transparency, accountability, and effectiveness of e-purchasing practices.

When these policies are supported by Baruti et al. (2023) clear government regulations, the procurement process becomes more efficient and structured. By creating an environment that supports technology

adoption, organizations can respond to competitive pressures more effectively while ensuring compliance with established procurement standards (Hamsyah, 2023).

The Resource-Based View (RBV) theory states that an organization's resources and capabilities are central to gaining competitive advantage in a dynamic environment. RBV highlights the importance of leveraging unique internal capabilities alongside external regulatory frameworks. Overall, a well-structured regulatory environment will foster competitive advantage through resource optimization and enable public organizations to effectively fulfill their mandates while meeting the needs of society (Vinogradov et al., 2018).

Hypothesis 5 (Buyer-Supplier Relationship have a significant positive influence on Procurement Performance)

Statistically, the key indicator of the buyer-supplier relationship is problem solving collaboration, indicating that the ability of the Indonesian Food and Drug Authority and its suppliers to work together actively in addressing administrative, technical, and logistical issues contributes significantly to procurement performance. This finding is particularly relevant given the specific characteristics of the Indonesian Food and Drug Authority's procurement needs, which often involve highly specialized and technical products with limited supplier availability, such as chemical reagents, calibrated laboratory equipment, raw materials, laboratory glassware, and testing devices compatible with its laboratory systems. Such conditions require procurement practices that are not only compliant with regulations but also responsive and adaptive to market dynamics and supplier availability. Sustained professional relationships with suppliers can facilitate more timely deliveries, compliance with required specifications, and faster resolution of technical problems, thereby supporting cost efficiency, supply reliability, and adherence to procurement schedules. Therefore, in the context of the Indonesian Food and Drug Authority, strategic and well-managed buyer-supplier relationships can transform supplier constraints into an opportunity for more responsive, reliable, and sustainable procurement performance.

Al-Abdallah et al. (2014) found that the implementation of an effective supplier relationship management (SRM) strategy can contribute to improvements in delivery timeliness and raw material quality, which directly impact an organization's competitiveness. Therefore, building long-term relationships with suppliers is a strategic step in ensuring successful procurement. Trust is a key factor in strengthening the relationship between buyers and suppliers. Tarigan et al. (2020) shows that the level of trust between suppliers and buyers greatly influences the effectiveness of cooperation and the achievement of optimal performance. This trust encourages suppliers to invest more in innovation and tailor their services to the needs of buyers, which ultimately has a positive impact on the effectiveness of the procurement system.

The Resource-Based View (RBV) theory states that an organization's competitive advantage comes from its unique resources and capabilities, so that the relationship between buyers and suppliers is seen as a strategic asset that can have a significant impact on procurement performance. Strong relationships between buyers and suppliers enable the exchange of information and more effective utilization of resources, which ultimately encourages collaboration and improves results in the procurement process.

Hypothesis 6 (Buyer-Supplier Relationship have a significant positive influence on the Effectiveness of E-Purchasing Through E-Catalogue)

In the implementation of public procurement at the Indonesian Food and Drug Authority, e-purchasing through the e-catalogue has become a key policy instrument for promoting efficiency and transparency. However, operational challenges remain, including sudden changes in product specifications, supplier delivery delays, and technical integration issues between the systems used by work units and suppliers. Addressing these challenges requires e-purchasing effectiveness to rely not only on technological capabilities but also on the quality of communication and relationships between buyers, particularly Commitment-Making Officials and Procurement Officials, and suppliers. At the Indonesian Food and Drug Authority, professional commitment, mutual understanding of roles, and openness in exchanging information constitute important relational resources that support the continuity of e-purchasing processes. Constructive collaboration in resolving technical and operational problems enables procurement actors to respond more effectively to unexpected issues, thereby preventing them from becoming major obstacles to procurement performance. When buyer-supplier relationships are managed professionally, accountably, and with a solution-oriented approach, operational challenges can instead strengthen strategic partnership-based procurement governance. This approach is also consistent with Weberian bureaucratic principles, in which working relationships are primarily structured around formal roles and rules rather than personal ties, while allowing sufficient responsiveness to technical conditions encountered in practice.

The relationship between buyer and supplier dynamics and the effectiveness of e-purchasing in the public sector can be analyzed in depth through the Resource-Based View (RBV) approach. According to RBV, competitive advantage is obtained through the management and utilization of unique resources, including strategic partnerships built on trust with suppliers. Furthermore, strong relationships between buyers and suppliers create a cooperative working environment that enables public organizations to respond to challenges in electronic procurement in a more adaptive manner. By leveraging relational capabilities as emphasized in RBV theory,

government agencies are able to establish partnerships with high-quality suppliers who are committed to achieving public procurement objectives (Asa et al., 2023).

Hypothesis 7 (The Effectiveness of E-Purchasing Through E-Catalogue has a positive but insignificant effect on procurement performance)

This situation can be attributed to organizational dynamics at the Indonesian Food and Drug Authority, which has undergone institutional expansion in recent years, specifically through a significant increase in the number of work units from 43 to 83. This expansion has posed major challenges regarding the consistent implementation of the procurement system, particularly e-purchasing. Many of the new work units are still in the process of adapting to regulations, the e-catalog system, and the management of local vendors; as a result, the overall effectiveness of the system cannot yet be measured uniformly across all work units. In addition, the implementation of e-purchasing still faces challenges related to user adaptation to system changes, such as the transition to the latest version of the e-catalog (Version 6), where not all Procurement Officers are familiar with the new interface, product selection features, or shopping cart management. This has the potential to cause technical errors, order delays, or process repetition, which ultimately affects procurement performance.

Research shows Wicaksono et al. (2017), the relationship between e-procurement and procurement performance is not always linear, with results in some cases showing no significant impact. Wicaksono et al. (2017) reveals that although e-procurement technology offers efficiency, there are challenges such as complexity in the certification process and a lack of integrity among procurement officials, which can hinder performance improvement. This indicates that the adoption of e-procurement alone does not automatically result in improvements in procurement performance, as contextual factors play an important role in determining the extent to which the benefits of this technology can be realized.

The Technology Acceptance Model (TAM) theory explains that user acceptance of a technology is greatly influenced by their perception of the ease of use and benefits of that technology. In the context of e-purchasing, technology is intended to improve procurement performance by simplifying processes and reducing costs. Several studies reveal that procurement professionals face difficulties in adapting to e-procurement technology, which impacts their perceptions of its usefulness and ease of use (Awadallah & Saad, 2017). If users feel that the system is too complex or that they have not received adequate training, resistance may arise that hinders the achievement of the expected benefits of e-purchasing, thereby preventing the goal of improving procurement performance from being fully achieved. Based on the TAM approach, users must have confidence in the technology in order to utilize all of its features to the fullest extent (Devaraj et al., 2012). If public agencies adopt an e-purchasing system without adequate training or consistent communication about its benefits, employees are likely to not understand the value of the system. This leads to partial adoption or even misuse of the technology, revealing a mismatch between the implemented system and actual procurement practices.

4. CONCLUSION

1. The adoption of technology has a positive and significant effect on the effectiveness of e-purchasing and procurement performance. The technology adopted is capable of improving process efficiency, accelerating transactions, and minimizing errors that often occur in conventional procurement. The use of technology within the Indonesian Food and Drug Authority can promote efficiency and effectiveness in procurement.
2. Regulations and policies show a positive and significant influence on procurement performance and the effectiveness of e-purchasing. Clear and structured regulations and policies are able to create an environment conducive to the implementation of electronic procurement systems and can improve the quality and efficiency of goods and services procurement.
3. Buyer-Supplier Relationships show a positive and significant influence on procurement performance and the effectiveness of e-purchasing. The better the relationships established, the more effective the implementation of e-purchasing through e-catalogues and the higher the procurement performance achieved.
4. The Effectiveness of E-Purchasing Through E-Catalogue has a positive but insignificant effect on procurement performance.

5. CONFLICT OF INTEREST STATEMENT

The author declares no conflict of interest.

6. REFERENCES

- Al-Abdallah, G. M., Abdallah, A. B., & Bany Hamdan, K. (2014). The Impact of Supplier Relationship Management on Competitive Performance of Manufacturing Firms. *International Journal of Business and Management*, 9(2). <https://doi.org/10.5539/ijbm.v9n2p192>
- Asa, A. R., Naruses, N., Nautwima, J. P., & Tsoy, D. (2023). Supplier Relationship Management and Organizational Performance: A Focus on Public Procurement. *THE INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCE AND BUSINESS ADMINISTRATION*, 9(6), 19–28. <https://doi.org/10.18775/ijmsba.1849-5664-5419.2014.96.1003>
- Awadallah, N., & Saad, S. G. (2017). E-procurement as a new trend in hospitality industry: A descriptive study in Egyptian hotels. *J Hotel Bus Manage*, 6(2), 321–332. <https://doi.org/10.4172/2169-0286.1000168>
- Azwar, A. (2016). Peran Alokatif Pemerintah melalui Pengadaan Barang/Jasa dan Pengaruhnya Terhadap Perekonomian Indonesia. *Kajian Ekonomi Dan Keuangan*, 20(2), 149–167. <https://doi.org/10.31685/kek.v20i2.186>
- Baruti, S. P., Lwoga, E. T., & Komba, M. M. (2023). The Influence of the National E-Procurement System on Employees' Performance in Selected Public Institutions in Tanzania. *Huria Journal*, 30(1), 151–166.
- Carnor, I. T., & Qartey, E. K. (2024). Electronic procurement adoption and procurement performance: does institutional quality matter? *Business Process Management Journal*, 30(6), 1783–1807.
- Choi, H., Park, M. J., Rho, J. J., & Zo, H. (2016). Rethinking the assessment of e-government implementation in developing countries from the perspective of the design–reality gap: Applications in the Indonesian e-procurement system. *Telecommunications Policy*, 40(7), 644–660. <https://doi.org/10.1016/j.telpol.2016.03.002>
- Devaraj, S., Vaidyanathan, G., & Mishra, A. N. (2012). Effect of purchase volume flexibility and purchase mix flexibility on e-procurement performance: An analysis of two perspectives. *Journal of Operations Management*, 30(7–8), 509–520. <https://doi.org/10.1016/j.jom.2012.08.001>
- Gilbert, T., & Celestin, M. (2025). Risk Management Strategies In Electronic Procurement: Lessons From Public Institutions In Comesa Countries. *International Journal of Engineering Research and Modern Education (IJERME)*, 10(1). <https://doi.org/10.5281/zenodo.15059247>
- Gunasegaran, M., Basiruddin, R., & Mohd Rizal, A. (2023). Detecting and Preventing Fraud in e-procurement of Public Sector: A Review, Synthesis and Opportunities for Future Research. *International Journal of Academic Research in Business and Social Sciences*, 13(1), 1339–1357. <https://doi.org/10.6007/ijarbss/v13-i1/15970>
- Gunawan, R. R., Siagian, H., Tarigan, Z. J. H., & Jie, F. (2024). The role of supplier-buyer relationship in enhancing business performance through supply chain management practice, total quality management implementation and product innovation. *Uncertain Supply Chain Management*, 12(4), 2463–2478. <https://doi.org/10.5267/j.uscm.2024.5.022>
- Hamsyah, A. (2023). Bureaucratic Reform Based on E-Procurement: Opportunities and Challenges. *KnE Social Sciences*, 2023, 32–46. <https://doi.org/10.18502/kss.v8i17.14101>
- Heriawati, L. (2018). *Pengaruh Penerapan Electronic Procurement dan Good Governance Terhadap Kinerja Pengadaan Barang/Jasa pada Bagian Pengadaan Barang dan Jasa Sekretariat Daerah Kabupaten Pandeglang*.
- Issah, O., & Ackah, D. (2024). The role of organizational culture as a moderating factor in the relationship between e-procurement adoption, procurement performance, and value for money. *African Journal of Procurement, Logistics & Supply Chain Management*, 7(9), 1–23. <https://doi.org/10.4314/ajplscm.v7i9.1>
- Kipo-Sunehzi, D. D., Abubakari, A. F., & Banchani, J. P. S. (2024). Public procurement policies of Nigeria and Ghana: an analysis of the administrative challenges in achieving value for money. *Journal of Public Procurement*, 24(2), 193–209. <https://doi.org/10.1108/JOPP-08-2023-0060>
- Owusu, E. K., Chan, A. P. C., Hosseini, M. R., & Nikmehr, B. (2020). Assessing procurement irregularities in the supply-chain of ghanaian construction projects: A soft-computing approach. *Journal of Civil Engineering and Management*, 26(1), 66–82. <https://doi.org/10.3846/jcem.2020.11659>
- Patrucco, A. S., Moretto, A., Ronchi, S., & Luzzini, D. (2019). Organisational choices in public procurement: what can public management learn from the private sector? *Local Government* <https://doi.org/10.1080/03003930.2019.1608827>
- Tabish, S. Z. S., & Jha, K. N. (2011). Analyses and evaluation of irregularities in public procurement in India. *Construction Management and Economics*, 29(3), 261–274. <https://doi.org/10.1080/01446193.2010.549138>

- Tarigan, Z. J. H., Siagian, H., Sutjianto, A., & Panjaitan, T. W. S. (2020). The Effect of Supplier Trust, Supplier Innovation, and Buyer-Supplier Relationship in Enhancing the Supplier Performance on the Death Service Companies in Surabaya, Indonesia. *KnE Life Sciences*. <https://doi.org/10.18502/kl.v5i3.6576>
- Vinogradov, D., Shadrina, E., & Doroshenko, M. (2018). KIBS for public needs. In *Economia e Politica Industriale* (Vol. 45, Number 4). Springer International Publishing. <https://doi.org/10.1007/s40812-018-0106-0>
- Wicaksono, A. P., Urumsah, D., & Asmui, F. (2017). The Implementation of E-procurement System: Indonesia Evidence. *SHS Web of Conferences*, 34. <https://doi.org/10.1051/shsconf/20173410004>

BIOGRAPHIES OF AUTHORS



Eny Suryani is an accomplished public sector professional and certified Good Distribution Practice (CDOB) Inspector at the Balai Besar POM di Serang. Professionally trained in pharmacy, she holds a Master's degree in Public Administration from Sultan Ageng Tirtayasa University. Currently, she serves as a Pejabat Pembuat Komitmen (PPK) and Junior Procurement Officer (PPBJ Ahli Muda) within the Indonesian Food and Drug Authority (BPOM). Her core research interests span public procurement systems, agile governance, talent management, and strategic human resource optimization in public institutions. Suryani has contributed significantly to administrative scholarship through notable publications, including studies on "E-Purchasing and Strategic Organizational Resources" and "The Urgency of Talent Management in Public Organizations". Beyond her bureaucratic and research pursuits, she drives community-level impact as a key public educator. Her vital contributions include spearheading regional safety campaigns like the SHInE G initiative, which educates school-aged children across Banten on food security, labeling awareness, and sustainable public health practices. She can be contacted at email: eny.suryani@pom.go.id.