THE INFLUENCE OF E-PROCUREMENT ON THE PERFORMANCE EFFECTIVENESS OF CIVIL SERVANTS IN THE SURABAYA CITY GOVERNMENT

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Article Information	ABSTRACT
	Technological advancements have encouraged governments to adopt digital systems, including in public procurement processes. However, the effectiveness of e-procurement in improving civil servant performance still requires further investigation, particularly within local government settings. This study aims to examine the impact of e-procurement implementation on the performance of civil servants in the Surabaya City Government. Adopting a quantitative approach, data were collected through a survey of 40 respondents. The results indicate that e-procurement positively influences performance, primarily by transforming work procedures to become more efficient and transparent. In contrast, its influence on the mindset of civil servants remains limited. The findings support the Technology Acceptance Model (TAM) and the Resource-Based View (RBV), emphasizing the importance of organizational readiness, human resource competence, and adaptive work culture in the successful adoption of e-procurement. This research contributes to policy development aimed at strengthening digital governance in the public sector.

INTRODUCTION

The implementation of regional autonomy in Indonesia, as regulated by Law No. 32 of 2004, grants broad authority to local governments to manage and administer public affairs based on local aspirations (Ministry of Home Affairs, 2004). In this context, local governments are required to manage resources effectively, transparently, and accountably to achieve sustainable development. One strategic instrument in supporting efficient local governance is public procurement, which ensures the availability of infrastructure and facilities needed for public service delivery (World Bank, 2020).

Proper procurement practices not only contribute to budget efficiency but also influence the performance of civil servants as the implementers of public programs and policies (Thai, 2001; Asare,

2024). Civil servant performance is a key factor in achieving public sector organizational goals, particularly in service delivery to the community (Mahmudi, 2015). Civil servants who operate under a well-planned and transparent procurement system tend to be more productive, responsive, and deliver higher quality services (OECD, 2019; Susilawati et al., 2023). Moreover, strengthening civil servant performance is closely related to managerial factors such as leadership, motivation, and supportive organizational culture (Budiyanto & Mochklas, 2020; Hafidulloh et al., 2021).

As one of Indonesia's major metropolitan cities, Surabaya faces high demands for bureaucratic performance, especially in supporting public development and community services (Bappeda Surabaya City, 2022). In practice, optimal procurement implementation is expected to improve

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the work effectiveness of civil servants, both through the provision of adequate facilities and the establishment of an efficient, corruption-free procurement mechanism (Ministry of Administrative and Bureaucratic Reform, 2021). This aligns with the principles of good governance, which emphasize transparency, accountability, and public participation (UNDP, 1997; Hidayat et al., 2023).

However, despite the presence of regulations and procurement systems, challenges such as procedural delays, lack of technical competence, and weak coordination between work units are still frequently encountered (LPSE Surabaya, 2023; Fadlan et al. 2022). These conditions may hinder civil servant performance and obstruct the achievement of organizational goals. Technically, this may also stem from poor implementation of management information systems and suboptimal use of digital technology in bureaucratic processes (Mochklas & Setiawan, 2018).

This study is academically relevant as it enriches public management literature by providing empirical evidence on the relationship between procurement implementation and civil servant performance in a metropolitan context. Practically, the results may serve as policy recommendations for enhancing transparency, efficiency, and accountability in procurement, while also supporting bureaucratic reform and strengthening good governance in Indonesia.

Unlike previous studies that primarily focused on technical aspects of procurement (Fadlan et al., 2022) or on user perceptions alone (Tin, 2025), this study combines behavioral and organizational perspectives by integrating TAM and RBV. The context of Surabaya, as one of Indonesia's metropolitan governments with complex bureaucratic demands, further strengthens the contribution of this study to both theory and practice.

LITERATURE REVIEW

E-Procurement Implementation

E-procurement refers to the digital process of acquiring goods and services through internet or intranet networks. Its primary objective is to enhance transparency, accountability, efficiency, and the effectiveness of public budget management. In Indonesia, the implementation of e-procurement is regulated under Presidential Regulation No. 16 of 2018 and supported by technical guidelines from the National Public Procurement Agency (LKPP, 2016).

Haryono (2022) identifies five key benefits of e-procurement: expanding market access for suppliers, improving the security of procurement processes, promoting fair competition, facilitating monitoring and evaluation, and reducing opportunities for fraud. The effectiveness of its implementation is influenced by several factors, including information technology infrastructure, the competence of human resources, the transformation of work procedures, and the shift in employee mindset (Susilawati et al., 2023).

Based on the Technology Acceptance Model (TAM), system adoption is influenced by users' perceptions of ease of use and perceived usefulness. When civil servants view e-procurement as user-friendly and beneficial, they are more likely to adopt it consistently, which in turn contributes to improved performance outcomes.

Civil Servant Performance

Civil servant performance is defined as the output or achievement of employees in carrying out their tasks and responsibilities according to established standards. Mathis and Jackson (2002) measure performance through work quality, punctuality, interpersonal skills, and communication. Mahmudi (2015) further emphasizes that public sector performance also includes productivity, service quality, efficiency, and accountability.

Performance is affected by various factors, including the technology used, the quality of human resources and infrastructure, organizational climate, compensation systems, and teamwork (Soegoto, 2011). The Resource-Based View (RBV) theory posits that civil servants equipped with strong skills and supported by appropriate digital tools such as e-procurement are more likely to achieve long-term performance advantages.

Several empirical studies support this link. Asare (2024) demonstrate that effective e-procurement systems accelerate procurement processes, minimize bureaucratic obstacles, and improve data accuracy, thereby enhancing civil servant performance. Yuliawati et al. (2021) found a significant influence of e-procurement on employee productivity, while Masudin et al. (2021) and Tin (2025) highlight the importance of system quality and organizational support in determining success.

This study adopts an integrated framework combining TAM and RBV to analyze the influence of e-procurement on performance. TAM provides insight into behavioral factors such as user attitudes, while RBV focuses on internal capabilities—particularly employee competence—as strategic resources that drive optimal performance. This combination extends previous research by addressing the complex dynamics of procurement implementation in a

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metropolitan city while also considering principles of good governance.

Within this framework, e-procurement is viewed as an innovative approach that enhances efficiency, transparency, and accountability in public procurement processes (Haryono, 2022). From a human resource management perspective, the use of appropriate technology and the establishment of effective work systems are essential drivers in improving employee performance (Hasibuan, 2013). Based on this understanding, the study proposes the following hypothesis: there is a positive relationship between the implementation of e-procurement and the performance improvement of civil servants in the Surabaya City Government.

This study offers a theoretical contribution by integrating the Technology Acceptance Model (TAM) and the Resource-Based View (RBV) to explore the influence of e-procurement on civil servant performance. This integration presents a comprehensive analytical framework that explains technology adoption not only through user perceptions but also by evaluating the organization's internal strategic capacities. By examining the context of a large metropolitan government, this study adds new insights into how employee competence and good governance practices can amplify the impact of digital systems on public sector performance.

METHODOLOGY

This study employs a quantitative approach using a survey method to examine the impact of e-procurement implementation on the performance of civil servants in Surabaya (Sugiyono, 2017). Primary data were collected from 40 respondents using a five-point Likert scale questionnaire. Although the sample size is relatively small (n = 40), purposive sampling was employed to ensure that respondents had direct procurement experience and were registered in the LPSE system. This approach prioritizes respondent expertise and relevance over large sample size, which is appropriate for exploratory research in public sector studies (Creswell & Creswell, 2018; Hair et al., 2020).

The independent variable is e-procurement implementation—measured through technology availability, human resource competence, work pattern transformation, and mindset (Susilawati et al., 2023; Haryono, 2022). The dependent variable is civil servant performance, assessed by indicators such as speed, quality of work, interpersonal skills, and communication (Mathis & Jackson, 2002; Mahmudi, 2015). Respondents were selected using purposive

sampling based on at least three years of experience in procurement and registration in Surabaya's LPSE system (LPSE Kota Surabaya, 2023).

Data were analyzed using Pearson's product-moment correlation to determine the strength and direction of variable relationships ($p < 0.05$), followed by simple linear regression to assess the impact of e-procurement on performance. The t-test evaluated the significance of the regression coefficient, while the R^2 value indicated the proportion of performance variance explained by e-procurement (Santoso, 2017).

FINDING AND DISCUSSION

Finding

Respondent Characteristics

This study involved 40 respondents selected based on predetermined criteria. A general overview of their characteristics is presented in the following section to provide context for the research findings.

Table 1. Respondent Characteristics

Characteristic		Frequency	Percentage (%)
Gender	Male	30	75
	Female	10	25
Age	20 – 30 years	2	5
	31 – 40 years	13	32.5
	41 – 50 years	18	45
	> 50 years	7	17.5
Marital Status	Married	35	87.5
	Unmarried	5	12.5
Education Level	Senior High School	1	2.5
	Diploma (D3)	5	12.5
	Bachelor's Degree	27	67.5
	Master's Degree	7	17.5
Years of Service	1 – 5 years	15	37.5
	5 – 10 years	10	25
	> 10 years	15	37.5
Employment Status	Permanent Employee	39	97.5
	Non-Permanent Employee	1	2.5

Source: Processed researcher data (2025)

Based on Table 1, the majority of respondents were male (75%), indicating that the procurement sector in the Surabaya City Government is predominantly staffed by men. Most respondents were aged 41–50 (45%), followed by those aged 31–40 (32.5%), over 50 (17.5%), and 20–30 (5%), suggesting

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that e-procurement is primarily carried out by mid- to senior-level civil servants in their productive years. In terms of education, most held a bachelor's degree (67.5%) or master's degree (17.5%), reflecting a high level of academic qualification. The majority were married (87.5%) and permanent employees (97.5%), indicating strong employment stability. Work experience was relatively balanced, with 37.5% having worked 1–5 years, another 37.5% more than 10 years, and 25% between 5–10 years showing a mix of both newer and experienced staff contributing to the effective implementation of e-procurement.

Correlation Between E-Procurement Implementation and Performance

The relationship between e-procurement implementation and civil servant performance was tested using correlation analysis between the indicators of the latent variables. A correlation is considered strong if the value is greater than 0.8 and weak if it is close to zero. The results are presented in

Table 2. Correlation Between E-Procurement Implementation Indicators and Performance

Indicators of E-Procurement Implementation	Civil Servant Performance Indicators	Correlation Value
Availability of Information Technology	Work quality	0.576
	Speed	0.487
	Interpersonal skills	0.425
	Communication	0.477
Number and Quality of Human Resources	Work quality	0.339
	Speed	0.425
	Interpersonal skills	0.266
	Communication	0.234
Work Pattern Transformation	Work quality	0.625
	Speed	0.24
	Interpersonal skills	0.497
	Communication	0.457
Mindset Transformation	Work quality	0.339
	Speed	0.012
	Interpersonal skills	0.388
	Communication	0.202

Source: Processed researcher data (2025)

Based on Table 2, the relationship between the indicators of e-procurement implementation and the performance of civil servants in Surabaya shows varying degrees of correlation strength. For the indicator of information technology availability, the highest correlation is with work quality (0.576), while the lowest is with interpersonal skills (0.425). The quantity and quality of human resources show the strongest correlation with work speed (0.425) and the weakest with communication (0.234).

The transformation of work patterns displays the highest correlation in the entire table specifically with work quality (0.625) indicating a strong influence of work pattern changes on employee output quality. However, its weakest correlation is with work speed (0.240). Meanwhile, the transformation of mindset shows relatively low correlations across all performance indicators, especially with work speed (0.012), suggesting a very weak influence. Overall, these findings affirm that e-procurement indicators directly related to work systems—such as information technology and work patterns—have a stronger relationship with civil servant performance than human resource and mindset-related indicators.

Table 3. Estimation Results of E-Procurement Implementation on Performance

Variable	Coefficient	Standard Error	Probability
Constant	2.887	0.243	0.000
E-Procurement Implementation (X)	0.406	0.071	0.000*
R-squared			0.465
Adjusted R-squared			0.451
F-statistic			33.046
Prob (F-statistic)			0.000*

Note: *Significant at the 5 percent significance level.
Source: Processed researcher data (2025)

Based on Table 3, the linear regression model obtained is:

$$Y = 2.887 + 0.406X + e$$

The regression analysis shows that in the absence of e-procurement implementation, the estimated baseline performance level of civil servants is 2.887. Each one-unit increase in e-procurement implementation is associated with a 0.406-unit increase in civil servant performance, indicating a positive relationship between the two. The significance value of 0.000 (< 0.05) indicates that this influence is statistically significant. Therefore, it can be concluded that e-procurement plays a meaningful role in improving the performance of civil servants.

These findings align with the Technology Acceptance Model (TAM) and Resource-Based View (RBV) theories, which suggest that effective technology adoption—when supported by competent human resources—contributes significantly to organizational performance improvement. The results also support previous studies (Yuliawati et al. 2021; Masudin et al., 2021), which found that e-procurement

not only enhances process efficiency but also directly impacts productivity and work quality. Thus, e-procurement can be regarded as a key strategy in bureaucratic reform aimed at improving public sector performance, particularly within the Surabaya City Government.

Hypothesis Testing

The coefficient of determination (R^2) indicates the proportion of variance in civil servant performance that can be explained by e-procurement implementation. A higher R^2 value reflects a stronger model in predicting performance outcomes. The results of the R^2 test are presented in Table 4.

Table 4. R Square Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.682	0.465	0.451	0.026

Source: Processed researcher data (2025)

Based on Table 4, the R Square value of 0.465 indicates that 46.5% of the variance in the dependent variable can be explained by the independent variable in the research model, while the remaining 53.5% is influenced by other factors outside the model. This value suggests that the model has a fairly good ability to explain the relationship between variables. Furthermore, the Adjusted R Square value of 0.451 strengthens the reliability of the model, as it does not differ significantly from the R Square value. This means that the inclusion of the independent variable did not lead to overfitting. Therefore, the regression model is considered sufficiently appropriate for further analysis.

Table 5. Hypothesis Testing Results

Parameter	Estimation Result
R^2	0.465
Coefficient	0.406
T-Statistic	5.748
Probability	0.000

Source: Processed researcher data (2025)

Based on Table 5, the hypothesis test results indicate that the e-procurement variable has a significant influence on performance. This is evidenced by an R^2 value of 0.465, meaning that 46.5% of the variation in performance can be explained by e-procurement implementation, while the remaining 53.5% is influenced by other factors outside the model. The regression coefficient of 0.406 suggests that for every one-unit increase in e-procurement implementation, performance increases by 0.406 units, indicating a positive effect. In addition, the T-statistic value of 5.748 is well above the critical t-value at the 5% significance level, and the p-value of 0.000 is less than 0.05, confirming that the effect of e-procurement on performance is statistically significant. Therefore, the hypothesis stating that e-procurement has an impact on performance is accepted.

Discussion

The findings of this study reveal that the implementation of e-procurement has a positive and statistically significant effect on the performance of civil servants in the Surabaya City Government. A regression coefficient of 0.406 with a significance value of 0.000 (< 0.05) indicates that improvements in e-procurement practices are consistently followed by measurable improvements in performance. Furthermore, an R^2 value of 0.465 suggests that 46.5% of the variation in civil servant performance can be explained by e-procurement implementation, while the remaining 53.5% is likely influenced by external factors such as leadership, incentive systems, or organizational culture (Budiyanto & Mochklas, 2020).

These results are consistent with prior studies, such as Yuliawati et al. (2021) and Masudin et al. (2021), which found that e-procurement adoption improves efficiency, productivity, and employee performance. The positive correlation between information technology availability and work quality (r = 0.576) in this study reinforces the general consensus that digital procurement reduces bureaucratic delays and enhances accuracy (Asare, 2024). Similar to the findings of Masudin et al. (2021), this study confirms that technology adoption has a direct and significant effect on organizational outcomes, particularly in contexts where procurement is a strategic function.

However, this study differs from Fadlan et al. (2022), who emphasized leadership and competence as dominant factors shaping procurement effectiveness in Aceh Selatan. In contrast, our findings highlight that work pattern transformation (r = 0.625 with work quality) has the strongest impact, suggesting that in the metropolitan context of Surabaya, structural changes in digital workflows play a greater role than leadership alone. This divergence may be attributed to contextual factors: Surabaya's advanced digital infrastructure and larger bureaucratic scale create a setting where system-level reforms yield stronger results, whereas in smaller or less digitally equipped regions, leadership and human competence may play a more decisive role.

Interestingly, mindset transformation exhibited the weakest correlation with performance—especially

with work speed (0.012). This contrasts with the argument of Tin (2025), who positioned perceived ease of use as a mediating factor influencing procurement outcomes. The weak effect in Surabaya suggests that despite advanced systems, digital mindset and cultural adaptation remain lagging. This aligns with OECD (2021), which emphasizes that digital government transformation is not merely a matter of infrastructure but also of cultivating adaptive work culture through training and leadership support.

Theoretically, these findings provide nuanced support for the Technology Acceptance Model (TAM) and the Resource-Based View (RBV). The strong positive effect of work pattern transformation on performance can be interpreted through TAM's construct of perceived usefulness: when civil servants recognize that e-procurement simplifies processes and enhances quality, their adoption translates into measurable performance gains. At the same time, the relatively weak influence of mindset transformation underscores RBV's emphasis on internal capabilities: organizational resources such as human capital and digital literacy are necessary but insufficient without cultural adaptation. Thus, while TAM explains the behavioral drivers of adoption, RBV highlights the resource-based constraints that moderate technology's impact.

This integrative perspective extends earlier works that narrowly examined technical or behavioral aspects by offering a dual-theory explanation. Unlike studies that treat TAM and RBV separately, this research demonstrates how both perspectives complement each other in explaining public sector digital adoption. Practically, the findings provide actionable insights for local governments: (1) strengthen e-procurement infrastructure and workflow systems, (2) invest in human capital development through digital training, and (3) promote cultural and mindset shifts that align with digital governance reforms.

In summary, this study enhances the field of public management by demonstrating the practical relevance of TAM and RBV theories in local governance settings. Unlike earlier works that narrowly examined technical or user acceptance aspects, this research incorporates employee competence and work systems, reinforcing the idea that successful technology adoption depends not only on the system itself but also on organizational readiness.

From a practical standpoint, the findings provide valuable recommendations for the Surabaya City Government and other regional administrations to invest more seriously in strengthening e-procurement—not only through infrastructure development but also through staff training, digital work culture formation, and supportive policy design. Governments should promote work pattern transformation through digital-based training and enhanced technology literacy among civil servants. Additionally, a strong organizational communication strategy is essential to foster a mindset that is adaptable to change, maximizing the overall benefits of e-procurement implementation.

CONCLUSION

Based on the findings and discussion, it can be concluded that the implementation of e-procurement has a positive impact on the performance of civil servants in the Surabaya City Government. The most significant influence stems from changes in work patterns, while employee mindset transformation remains a challenge. These results align with the Technology Acceptance Model (TAM) and Resource-Based View (RBV) theories, and are consistent with prior studies. The success of e-procurement implementation is shaped by organizational readiness, human resource competence, and a work culture capable of adapting to digital transformation.

The Surabaya City Government is encouraged to further strengthen the adoption of e-procurement by continuously developing its systems and improving civil servant competencies through technical training. Moreover, efforts should be made to foster a shift in employee mindsets toward being more adaptive to technological change, as this aspect was found to have the weakest influence in the study. Future research is recommended to include additional variables such as leadership, incentives, and organizational culture to gain a more comprehensive understanding of the factors affecting civil servant performance.

Theoretically, this study enriches public management research by integrating TAM and RBV to explain technology adoption in local governance. Practically, it provides evidence-based recommendations for policymakers to strengthen e-procurement adoption through infrastructure, capacity building, and mindset development. Future studies may extend this research by using larger samples, longitudinal data, and additional variables such as leadership style and incentive systems.

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