



## The Effect of E-Procurement Implementation on The Quality of Selection of Goods and Services Providers Through the Tender Method at The Procurement Service Office

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### Abstract :

This study aims to analyze the effect of e-procurement implementation on the quality of selection of goods and services providers through the tender method at the Procurement Services Office at the University. This research is motivated by the increasing demand for transparency, efficiency, and accountability in public procurement, particularly within higher education institutions. This research uses a quantitative approach, with data collected through questionnaires distributed to providers directly involved in the tender process. Data analysis was conducted using statistical techniques to examine the relationship between e-procurement implementation and the quality of provider selection, measured through indicators of transparency, fairness, efficiency, and compliance with procurement regulations. The results indicate that e-procurement implementation has a positive and significant effect on the quality of provider selection through the tender method. These findings demonstrate that e-procurement enhances transparency, minimizes procedural deviations, and improves the quality of decision-making in provider selection. This study provides empirical contributions to the field of public sector procurement, particularly in the context of higher education institutions.

## INTRODUCTION

Procurement of goods and services in the public sector is a strategic activity that plays an important role in supporting the achievement of organizational objectives, improving public service quality, and ensuring efficient use of public resources (Adamopoulos & Syrou, 2022; Tahir et al., 2024). In higher education institutions, procurement activities are closely related to the implementation of academic, research, and administrative functions (Raghul et al., 2024; Rana et al., 2025). Therefore, procurement systems are required to uphold the principles of transparency, efficiency, fairness, competitiveness, and accountability as part of good governance practices (Afolabi et al., 2022; Ayibam, 2025; Chen et al., 2022). In recent years, the demand for more transparent and accountable procurement processes has increased significantly, particularly in public institutions that manage large financial resources and are expected to maintain high standards of integrity and professionalism.

The development of information and communication technology has encouraged many governments and public institutions to transform conventional procurement systems into electronic procurement (e-procurement) systems (Althabatah et al., 2023; Gunasekara et al., 2022). The implementation of e-procurement is considered capable of reducing administrative inefficiencies, minimizing opportunities for procedural irregularities, increasing transparency, and expanding providers' access to procurement processes (Celestin & Sujatha, 2024; Sanusi et al., 2023). In Indonesia, the government has continuously promoted the implementation of e-procurement through policies and regulations issued by the National Public Procurement Agency (*Lembaga Kebijakan Pengadaan Pemerintah/LKPP*) to strengthen accountability and improve procurement performance in public institutions.

As a Legal Entity State University (PTN-BH), Universitas Padjadjaran has autonomy in managing institutional resources, including procurement activities. To improve procurement governance and support institutional effectiveness, the Procurement Service Office has developed and implemented its own internal e-procurement system since 2023. The system facilitates several provider selection methods, including tender, selection, direct procurement, direct appointment, competition, e-purchasing, and direct purchase. Among these methods, the tender method is considered highly important because it emphasizes open competition and objective evaluation, which are essential to achieving value-for-money principles and ensuring the selection of qualified providers.

The implementation of e-procurement is expected to improve the quality of provider selection through more structured, measurable, and transparent procurement procedures. The system also aims to encourage broader participation among providers and reduce the potential for subjectivity in evaluation and decision-making processes (Patel, 2024; Theoharakis et al., 2021). However, several practical challenges remain in the implementation process. These include limited provider participation in certain tenders, the absence of comprehensive provider performance evaluation features, technical and administrative constraints during tender implementation, and the occurrence of failed tenders due to unqualified bidders or incomplete administrative requirements (Azam & Bouckaert, 2025; Munir & Ulfatin, 2023). These conditions indicate that the implementation of e-procurement has not fully ensured optimal provider selection outcomes and raise questions about its effectiveness in improving procurement quality at Universitas Padjadjaran.

Several previous studies have discussed the implementation of e-procurement in public-sector organizations and generally concluded that it contributes positively to transparency, efficiency, and accountability in procurement processes. Nevertheless, most existing studies focus on government institutions or regional public organizations, while research specifically examining the effect of e-procurement implementation on the quality of provider selection within higher education institutions remains limited. In addition, studies that focus specifically on procurement through the tender process in PTN-BH universities remain relatively scarce. This gap underscores the need for further empirical research to understand better the relationship between e-procurement implementation and the quality of provider selection in higher education procurement management.

The novelty of this research lies in its focus on analyzing the effect of e-procurement implementation on the quality of selecting goods and service providers through the tender method at the Procurement Service Office of Universitas Padjadjaran,

a PTN-BH institution. Unlike previous studies that mainly discuss procurement efficiency and transparency in general public institutions, this study specifically examines the quality of provider selection using indicators such as transparency, fairness, efficiency, and compliance with procurement regulations within the university procurement environment. This study also contributes empirical evidence on the implementation of internally developed e-procurement systems in higher education institutions. This topic has not been widely explored in previous procurement studies.

This study argues that the successful implementation of e-procurement should be measured not only by the digitization of procurement procedures but also by its ability to improve the quality of provider selection outcomes. A high-quality provider selection process is essential to ensuring that procurement activities produce competent, reliable, and accountable providers capable of effectively supporting institutional performance. Therefore, this study aims to analyze the effect of e-procurement implementation on the quality of the selection of goods and service providers through the tender method at the Procurement Service Office of Universitas Padjadjaran. The results of this research are expected to contribute theoretically to the development of public procurement studies and, practically, to the improvement of procurement governance and e-procurement implementation strategies in higher education institutions and other public sectors.

## RESEARCH METHOD

### Research Design

This study employed a quantitative explanatory research design to examine the effect of e-procurement implementation on the quality of goods and services provider selection through the tender method at the Procurement Service Office of Universitas Padjadjaran. The population consisted of goods and services providers who had participated in procurement activities conducted through the university's e-procurement system. A total of 99 providers participated in this study and served as the research respondents. Data were collected using a structured questionnaire designed to measure respondents' perceptions of e-procurement implementation and the quality of provider selection (Younas et al., 2023). The collected data were subsequently analyzed using descriptive and inferential statistical techniques to evaluate the extent to which e-procurement implementation influences the quality of provider selection (Hirose & Creswell, 2023).

### Research Instrument Testing

#### *Validity Test*

Prior to hypothesis testing, the validity of the research instrument was evaluated to ensure that all questionnaire items accurately measured the intended constructs. The measurement indicators for e-procurement implementation were adapted from previous studies and consisted of transparency, efficiency, accessibility, accountability, and procedural compliance. Meanwhile, provider selection quality was measured through indicators of fairness, objectivity, timeliness, and conformity with procurement requirements. Item validity was assessed using Pearson's Product-Moment correlation analysis by examining the correlation between each item score and the total score of its respective construct. Items with significance values below 0.05 were considered valid and retained for further analysis.

### ***Reliability Test***

The reliability test was conducted to determine the internal consistency of the measurement instrument. Reliability analysis was performed using Cronbach's Alpha coefficient, which is widely used in quantitative research to assess the internal consistency of questionnaire items within a construct. A Cronbach's Alpha value of 0.70 or higher was considered indicative of satisfactory reliability.

### **Classical Assumption Tests**

#### ***Normality Test***

The normality test was performed to assess whether the residuals from the regression model were normally distributed. This assumption is essential to ensure the validity of statistical inference in regression analysis. The Kolmogorov–Smirnov test was employed to assess residual normality, with a p-value greater than 0.05 indicating that the residuals were normally distributed.

#### ***Heteroscedasticity Test***

The heteroscedasticity test was conducted to examine whether the variance of residuals remained constant across different levels of the independent variable. The presence of heteroscedasticity may affect the efficiency of regression estimates and lead to biased conclusions. A significance value exceeding 0.05 indicated that the model was free of heteroscedasticity.

#### ***Autocorrelation Test***

The autocorrelation test was conducted to determine whether the residuals were correlated across observations. Although autocorrelation is more commonly associated with time-series data, testing this assumption helps ensure the robustness of the regression model. The Durbin–Watson statistic was used to evaluate the presence of autocorrelation, with values approaching 2 indicating that the residuals were independent.

### ***Regression Analysis and Coefficient of Determination***

After all research instruments met the validity and reliability requirements and the regression assumptions were satisfied, a simple linear regression analysis was performed to examine the effect of e-procurement implementation on the quality of provider selection. The analysis focused on evaluating the significance and direction of the relationship between the variables. Furthermore, the coefficient of determination ( $R^2$ ) was calculated to assess the extent to which variations in provider selection quality could be explained by e-procurement implementation. Higher  $R^2$  values indicate greater explanatory power of the model for predicting the quality of provider selection within the procurement process.

## **RESULTS AND DISCUSSION**

### **Results**

#### **Respondent Description**

This study involved 99 respondents, providers of goods and services, who participated in the procurement process at Padjadjaran University. Data were obtained through the distribution of questionnaires and were supplemented by observations and

interviews.

By gender, respondents were predominantly men (78.8%), while women accounted for 21.2%. This indicates that the government procurement of goods and services is still dominated by male business actors, especially in the construction and technical procurement sectors.

By age, the majority of respondents were in the range of 31–50 years (60.7%), followed by the age of >50 years (26.3%) and <30 years (13.1%). This shows that most of the tender actors are business actors with quite mature business experience.

By level of education, respondents with a Bachelor’s degree dominated at 43.4%, followed by Postgraduate at 20.2%, high school at 21.2%, and Diploma at 15.2%. The high level of education indicates that most providers have adequate administrative skills and regulatory understanding in following the electronic-based procurement process.

By domicile, 81.8% of respondents were from Bandung, while 18.2% were from outside Bandung. This shows that local providers still dominate participation in tenders at Padjadjaran University. However, the participation of providers from outside the region shows that the e-procurement system has opened access to broader geographic competition.

The distribution of information sources showed that 34.3% of respondents knew about the tender through colleagues/friends/relations, followed by official letters or invitations from the university (28.3%), official websites (24.2%), and forums for goods/services providers (13.1%). These findings show that informal networking remains the primary channel for disseminating procurement-related information.

## Testing of Research Instruments

### Validity Test

The validity test was conducted using the Pearson Product Moment correlation technique with the number of respondents (n=99)(n = 99)(n=99) and an r-table value of 0.197 at a significance level of 5%. The purpose of this test was to determine whether each questionnaire item was capable of measuring the intended research variable accurately.

**Table 1 Results of the Validity Test of E-Procurement Implementation Variables**

Item	Validity Coefficient	r-table	Remarks
Item 1	0.597	0.197	Valid
Item 2	0.539	0.197	Valid
Item 3	0.797	0.197	Valid
Item 4	0.684	0.197	Valid
Item 5	0.762	0.197	Valid
Item 6	0.886	0.197	Valid
Item 7	0.784	0.197	Valid
Item 8	0.894	0.197	Valid
Item 9	0.890	0.197	Valid
Item 10	0.872	0.197	Valid

**Table 2. Results of the Validity Test of Quality Variables for the Selection of Goods and Services Providers**

Item	Validity Coefficient	r-table	Remarks
Item 11	0.862	0.197	Valid
Item 12	0.913	0.197	Valid
Item 13	0.898	0.197	Valid
Item 14	0.841	0.197	Valid

Item 15	0.906	0.197	Valid
Item 16	0.392	0.197	Valid
Item 17	0.712	0.197	Valid
Item 18	0.837	0.197	Valid
Item 19	0.705	0.197	Valid
Item 20	0.854	0.197	Valid

The results of the validity test (Tables 1 and 2) indicate that all questionnaire items for both variables, namely E-Procurement Implementation (X) and Provider Selection Quality (Y), obtained r-count values greater than the r-table value of 0.197. Therefore, all statement items were declared valid and suitable for use in the research analysis.

The correlation coefficients for the E-Procurement Implementation variable ranged from 0.539 to 0.894, indicating moderate to very strong correlations between the items and the construct. Meanwhile, the Provider Selection Quality variable showed correlation coefficients ranging from 0.392 to 0.913. Although all items met the minimum validity requirement, Item 16, with a coefficient of 0.392, showed a relatively low correlation compared with the other items and can therefore be categorized as having a weak-to-moderate relationship with the construct being measured. Nevertheless, because the value remained above the r-table threshold, the item was retained in the instrument.

In this study, validity testing was limited to item validity testing using the Pearson Product-Moment correlation. Construct validity testing via Confirmatory Factor Analysis (CFA) was not conducted because the research focused on preliminary empirical testing with a relatively simple quantitative design and a limited sample size. Therefore, future studies are recommended to employ CFA or other multivariate approaches to confirm further the dimensional structure and the construct validity of the research instrument.

### **Reliability Test**

The reliability test was carried out using Cronbach's Alpha method with reliability criteria if the alpha value is greater than 0.700 (see Table 3).

**Table 3. Variable Reliability Test Results**

Variable	Reliability Coefficient Alpha Cronbach	r-table	Remarks
Implementation of E-Procurement	0,924	0,700	Reliable
Quality of Selection of Goods and Services Providers	0,933	0,700	Reliable

The test results showed that the E-Procurement Implementation variable had a Cronbach's Alpha value of 0.924, while the Provider Selection Quality variable was 0.933. Both values are above the minimum limit, so the research instrument is declared reliable and has excellent internal consistency. Thus, all research instruments are declared suitable for use for further analysis.

### **Description of Research Variables**

#### **Implementation of E-Procurement**

The e-procurement implementation variable was measured using five dimensions: compliance with procurement regulations, ease of system use, process speed and efficiency, information transparency, and data and document security. These

dimensions were used to assess the extent to which the e-procurement system supports an effective, transparent, efficient, and accountable procurement process.

**Table 4. Results of Descriptive Analysis of E-Procurement Implementation Variables (X)**

No	Dimensions	Shoes Average	Category
1	Conformity of e-procurement procedures with regulations (X1)	3,66	Height
2	User-friendly (X2)	3,54	Height
3	Process speed and efficiency (X3)	3,54	Height
4	Information transparency (X4)	3,66	Height
5	Data and document security (X5)	3,63	Height
	E-Procurement Implementation Variables (X)	3,61	Height

Table 4 showed that the E-Procurement Implementation variable had an average score of 3.61, placing it in the high category. This shows that the implementation of the e-procurement system at the Procurement Service Office of Padjadjaran University has been running well.

The dimension with the highest score was procedural conformity with regulation and information transparency (3.66). This shows that the e-procurement system has ensured regulatory compliance and provided open access to information for tender participants.

Meanwhile, the dimensions of ease of use of the system and process efficiency received relatively lower scores, even though they were still in the high category. This shows that there is still room for improvement in the technical aspects of the system, such as access stability and simplification of operational processes.

### ***Quality of Selection of Goods and Services Providers***

The quality of provider selection was measured through five dimensions: conformity of goods and services specifications with procurement needs, provider competence and experience, timeliness of work completion, compliance with contractual obligations, and end-user satisfaction. The descriptive analysis results for each dimension and the overall provider selection quality variable are presented in Table 5.

**Table 5. Results of Descriptive Analysis of Provider Selection Quality Variables (Y)**

No	Dimensions	Shoes Average	Category
1	Conformity of goods/services specifications with needs (Y1)	3,67	Height
2	Provider competencies and experience (Y2)	3,65	Height
3	Timeliness of job completion (Y3)	3,65	Height
4	Compliance with the contract (Y4)	3,61	Height
5	End-user satisfaction with the work (Y5)	3,63	Height
	Provider Selection Quality Variable (Y)	3,64	Height

The results of the analysis showed that the Provider Selection Quality variable had an average score of 3.64, placing it in the high category. This shows that the providers selected through the e-procurement mechanism are considered capable of meeting the organization's needs well.

The dimension with the highest score is the suitability of the goods/services specifications (3.67), indicating that the goods and services obtained are in accordance with the set needs and technical specifications. Meanwhile, the dimension with the lowest relative score is contract compliance (3.61), though it remains in the high category.

## Classic Assumption Test

### Normality Test

Test this assumption to test whether or not a dependent variable, an independent variable, or both of a path model has a normal distribution. A good path model has a normal distribution of data. Here are the results of the normality test in SPSS, shown in Figure 1.

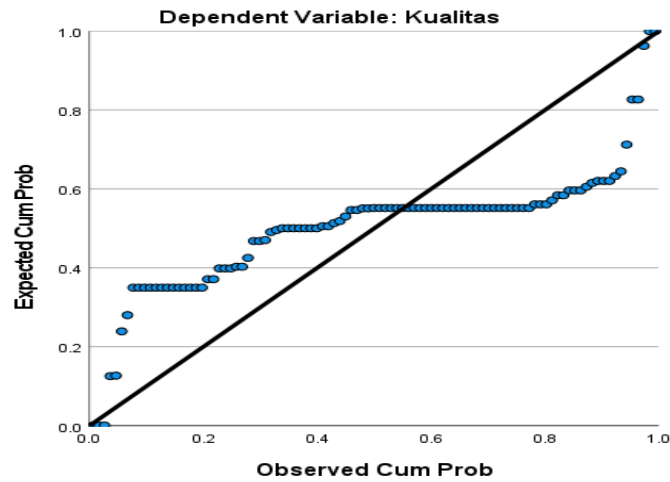


Figure 1. P-P Plot Chart of Residual Normality Test

The results of the Kolmogorov-Smirnov test showed a significance value of 0.120 > 0.05, so it can be concluded that the residual data is normally distributed.

Table 6. Kolmogorov Smirnov Test Results  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		99	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	3.11582400	
Most Extreme Differences	Absolute	.298	
	Positive	.298	
	Negative	-.278	
Test Statistic		.103	
Asymp. Sig. (2-tailed) <sup>c</sup>		.099	
Monte Carlo Sig. (2-tailed) <sup>d</sup>	Sig.	.120	
	99% Confidence Interval	Lower Bound	.086
		Upper Bound	.136

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source : Data Processing Results, 2026

In Table 6, the results of the One-Sample Kolmogorov–Smirnov test indicate that the residuals of the regression model are normally distributed. This conclusion is based on the Asymp. Sig. (2-tailed) value of 0.099, which is greater than the significance level of

0.05. Furthermore, the Monte Carlo significance value of 0.120 exceeds 0.05, providing additional evidence that the residuals do not deviate significantly from normality. Therefore, the normality assumption required for regression analysis is satisfied, indicating that the model is appropriate for subsequent statistical testing and hypothesis analysis.

### Heteroscedasticity Test

The scatterplot results show that the data points are spread randomly and do not form a specific pattern. Thus, it can be concluded that the regression model does not experience heteroscedasticity.

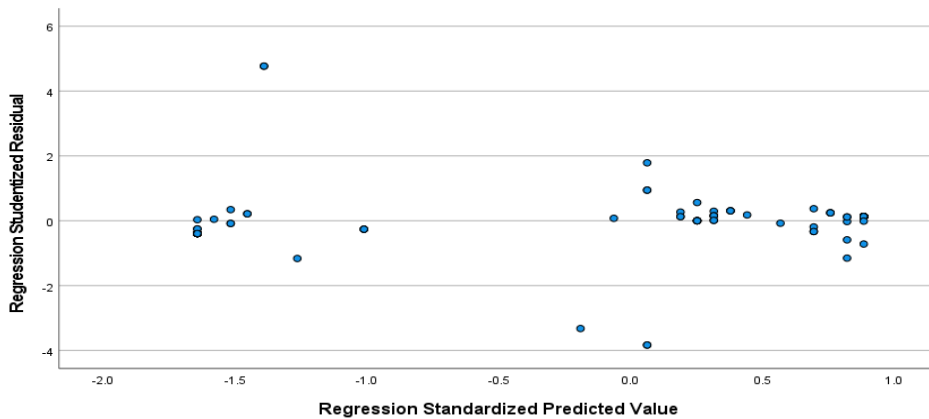


Figure 2. Heteroscedasticity Test Results

The scatterplot in Figure 2 of standardized predicted values against studentized residuals indicates that the residuals are randomly dispersed around the zero line without forming a clear pattern, such as a funnel shape, wave pattern, or systematic clustering. Although several observations appear relatively distant from the center, the overall distribution of points remains scattered both above and below the horizontal axis across the range of predicted values. This pattern suggests that the variance of the residuals is relatively constant, indicating the absence of heteroscedasticity in the regression model. Therefore, the homoscedasticity assumption is satisfied, and the regression model is appropriate for further hypothesis testing and interpretation of the results.

### Autocorrelation Test

The results of the Durbin-Watson test showed a value of 1.977. This value is between the dU and 4-dU limits, so it can be concluded that the regression model does not experience autocorrelation. Thus, the regression model used in this study meets classical assumptions and is suitable for further analysis.

Table 7. Autocorrelation Test Results

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.896 <sup>a</sup>	.803	.801	.71524	1.977

a. Predictors: (Constant), E\_Procurement

b. Dependent Variable: Kualitas

Source : Data Processing Results, 2026

In Table 7, the model summary results indicate a very strong relationship between e-procurement implementation and the quality of provider selection, as reflected by the correlation coefficient ( $R = 0.896$ ). The coefficient of determination ( $R^2 = 0.803$ ) indicates that 80.3% of the variation in provider selection quality is explained by e-procurement implementation. In comparison, the remaining 19.7% is attributable to other factors not included in the model. Furthermore, the Adjusted  $R^2$  value of 0.801 indicates that the model retains high explanatory power even after accounting for sample size and model complexity. The Standard Error of the Estimate (0.71524) suggests a relatively low prediction error, indicating a good fit between the observed and predicted values. In addition, the Durbin–Watson value of 1.977, which is very close to 2, indicates the absence of significant autocorrelation among the residuals.

## Hypothesis Testing

### Partial Test (t-test)

The results of the partial hypothesis test presented in Table 8 indicate that the E-Procurement Implementation variable has a positive and statistically significant effect on the Quality of Selection of Goods and Services Providers. The analysis yielded a calculated t-value of 19.892, which exceeds the critical t-table value of 1.984, with a significance of 0.000, below the established threshold of 0.05. These findings demonstrate that the implementation of e-procurement significantly contributes to improving the quality of provider selection. Therefore, the research hypothesis stating that E-Procurement Implementation positively influences the Quality of Selection of Goods and Services Providers is accepted.

Furthermore, as shown in Table 9, the regression coefficient of 0.908 indicates that each one-unit increase in e-procurement implementation is associated with of 0.908-unit increase in the quality of provider selection. The table also shows a coefficient of determination ( $R^2$ ) of 0.803, indicating that 80.3% of the variation in the Quality of Selection of Goods and Services Providers can be explained by E-Procurement Implementation. The remaining 19.7% is attributable to other factors not included in the research model. These results confirm the substantial contribution of e-procurement implementation to enhancing the effectiveness and quality of the provider selection process.

**Table 8. Results of the T-Test on the Effect of E-Procurement Implementation on the Quality of Selection of Goods and Services Providers**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		t	Sig.	
	B	Std. Error			
1					
	(Constant)	.368	.179	2.053	.043
	E_Procurement	.908	.046	19.892	<.001

a. Dependent Variable: Kualitas

Source : Data Processing Results, 2026

Hypothesis testing was carried out using a t-test to determine the influence of the E-Procurement Implementation variable (X) on the Quality of Selection of Goods and Services Providers (Y). The results of the analysis showed that the calculated t-value was 19.892, with a significance level of  $0.000 < 0.05$ . This value is greater than the t-table of 1.984, so it can be concluded that the Implementation of E-Procurement has a positive and significant effect on the Quality of Selection of Goods and Services Providers.

Table 9. The Influence of E-Procurement Implementation on the Quality of Selection of Goods and Services Providers

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.896 <sup>a</sup>	.803	.801	.71524	1.977

a. Predictors: (Constant), E\_Procurement

b. Dependent Variable: Kualitas

Source : Data Processing Results, 2026

The regression coefficient of 0.908 indicates that each additional unit of e-procurement implementation improves the quality of supplier selection by 0.908 units. In addition, a coefficient of determination ( $R^2$ ) of 0.803 indicated that the implementation of e-procurement explained 80.3% of the variation in the quality of provider selection. In comparison, the remaining 19.7% was attributable to other factors outside the research model.

### Discussion

The implementation of e-procurement has a positive and significant effect on the quality of the selection of goods and service providers at the procurement service office of the university. The high coefficient of determination demonstrates that the quality of e-procurement implementation strongly influences the effectiveness of provider selection. The adoption of electronic procurement systems contributes to greater transparency, efficiency, accountability, and objectivity throughout the procurement process, thereby supporting better governance practices. Similar findings have been reported in previous studies, which showed that e-procurement significantly improves transparency and accountability in public procurement activities and contributes to more objective provider selection outcomes (Hasbi et al., 2024; Putri et al., 2025). These results reinforce the strategic role of digital procurement systems in enhancing procurement performance.

From a theoretical perspective, the results support the principles of public procurement governance, which emphasize transparency, accountability, integrity, and fair competition as the foundations of effective procurement systems. The implementation of e-procurement at the university reflects these principles through standardized procedures, electronic documentation, and equal access to procurement information for all participating providers. The findings are also consistent with previous arguments that electronic procurement systems reduce administrative inefficiencies, strengthen accountability mechanisms, and minimize opportunities for procedural irregularities (Ahmad et al., 2021; Allgood & Musgrave, 2024). Consequently, e-procurement functions not only as a technological innovation but also as a governance mechanism that promotes good procurement practices.

The significant influence of e-procurement implementation can also be explained through the perspective of information asymmetry. Conventional procurement systems often create unequal access to information, which may limit fair competition and increase the possibility of subjective decision-making. In contrast, e-procurement systems provide procurement information simultaneously and transparently to all potential providers,

thereby reducing information gaps among participants. Previous studies have similarly shown that electronic procurement improves information accessibility (Barfi & Opoku, 2023), enhances information sharing, and supports more equitable competition among suppliers (Abbas et al., 2024; Mondejar & Asio, 2022). As a result, procurement committees can evaluate providers more objectively against established technical, administrative, and financial criteria.

The findings further reveal that e-procurement contributes to the selection of providers who possess appropriate competencies, experience, and compliance with procurement requirements. Electronic procurement systems facilitate systematic evaluation processes by enabling procurement committees to review provider qualifications through standardized and verifiable documentation. Similar conclusions have been reported in previous studies, which found that e-procurement improves the quality of supplier evaluation and strengthens the effectiveness of procurement decision-making through objective assessment mechanisms (Althabatah et al., 2023; Sanusi et al., 2023). This condition increases the likelihood that selected providers will successfully meet institutional needs and contractual expectations.

Another important finding concerns the role of digital documentation in strengthening accountability throughout the procurement process. The availability of electronic records enables more effective monitoring and auditing of procurement activities, thereby reducing opportunities for procedural deviations and enhancing compliance with procurement regulations. Prior research has demonstrated that digital procurement systems improve organizational control mechanisms (Huda et al., 2023), strengthen auditability, and support more transparent procurement management practices (Dzulkifli et al., 2021; Islam et al., 2022). Therefore, the implementation of e-procurement contributes not only to operational efficiency but also to the establishment of stronger accountability structures.

Despite the positive outcomes identified in this study, the implementation of e-procurement does not automatically eliminate all procurement challenges. Several issues remain, including variations in providers' technological capabilities, limited participation in certain tenders, and the absence of comprehensive provider performance evaluation features. Similar challenges have been highlighted in previous studies, which emphasized that the effectiveness of e-procurement depends not only on technological adoption but also on organizational readiness (Uren & Edwards, 2023), stakeholder adaptation, and continuous system improvement (Okolie et al., 2021; Tuytens et al., 2023). These findings suggest that technological innovation must be accompanied by institutional capacity building to achieve optimal procurement outcomes.

This study contributes to the literature on public procurement governance, e-governance, and digital transformation in higher education institutions. The findings demonstrate that e-procurement should be viewed not merely as an administrative digitalization initiative but as a strategic governance instrument capable of improving the quality of provider selection and strengthening institutional accountability. Similar recommendations have been proposed in the procurement literature, which emphasizes the importance of continuous institutional reforms, enhanced stakeholder participation, and comprehensive evaluation mechanisms to maximize the benefits of electronic procurement systems (OECD, 2015; Vaidya et al., 2006). Accordingly, universities and other public-sector organizations should continue optimizing their e-procurement systems to achieve more transparent, accountable, and effective procurement practices.

## CONCLUSION

This study concludes that the implementation of e-procurement has a positive effect on the quality of the selection of goods and services providers through the tender procurement method at the Procurement Service Office of Padjadjaran University. The implementation of an electronic procurement system increases the transparency, efficiency, and objectivity of the tender process, thereby supporting the selection of competent providers that align with organizational needs. However, optimizing the quality of provider selection still requires strengthening governance, especially by expanding the provider base and integrating provider performance assessment into the e-procurement system, so that the benefits of its implementation can be achieved more effectively and sustainably.

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