



# The Effect of e-Purchasing Implementation Through E-Catalogue on Procurement Performance

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## Abstract

Procurement of goods and services (PBJ) is a fundamental aspect of government agency operations. With the development of information technology, the implementation of e-purchasing through e-catalogues has become an integral part of the procurement system in the public sector. This study aims to analyze the effect of e-purchasing implementation through e-catalogues on procurement performance at the Indonesian Food and Drug Monitoring Agency (Badan POM). Using a quantitative method and an associative causal approach, this study collected data from 156 respondents directly involved in the procurement process. The analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results of the study indicate that the implementation of e-purchasing through e-catalogues has a positive and significant impact on procurement performance, with a strong contribution to improving the efficiency, effectiveness, transparency, and accountability of the procurement process. These findings support the application of digital technology in public procurement and provide implications for policies and strategies to improve procurement performance in the government sector.

**Keywords:** e-Purchasing, Performance, Procurement

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## INTRODUCTION

Procurement of goods and services (PBJ) is a fundamental concept in government agencies. PBJ activities are carried out to meet the needs of government agencies and ultimately used for the delivery of public services. According to Presidential Regulation No. 4 of 2015, Government Procurement of Goods and Services is the process of purchasing goods and services by ministries/agencies/local governments or institutions. This process begins with a needs assessment and concludes with the completion of the entire procurement process for goods and services (Indonesia, 2015).

Internet-based information technology has been widely adopted by various entities, including individuals, organizations, and government agencies. The use of information technology in government agencies (e-government) aims to improve the efficiency, effectiveness, transparency, and accountability of government administration (Rachmawati & Syafarudin, 2022). One form of innovation in e-government in the process of procuring government goods and/or services, known as website-based electronic procurement (e-procurement), includes e-purchasing using an e-catalogue (Nani & Ali, 2020; Nurlukman, 2017; Sa'adah, 2020). E-procurement is a manifestation of the G2B (Government to Business) relationship, which is the relationship between suppliers and the government online through an internet connection. It is also a manifestation of the citizen-to-government relationship, which is designed to make it easier for the public to monitor the procurement process of goods and services in the government sector (Septiawan, 2018; Yusriadi, 2018).

In an increasingly digital era, the implementation of e-purchasing through e-catalogues has become an integral part of the procurement system for goods and services in the public sector. E-purchasing, as part of e-procurement, enables procurement transactions to be conducted electronically through platforms established by the government or relevant agencies. The widespread implementation of e-purchasing e-catalogues over the past 2-3 years is expected to improve the efficiency and effectiveness of procurement and have a significant impact on procurement performance.

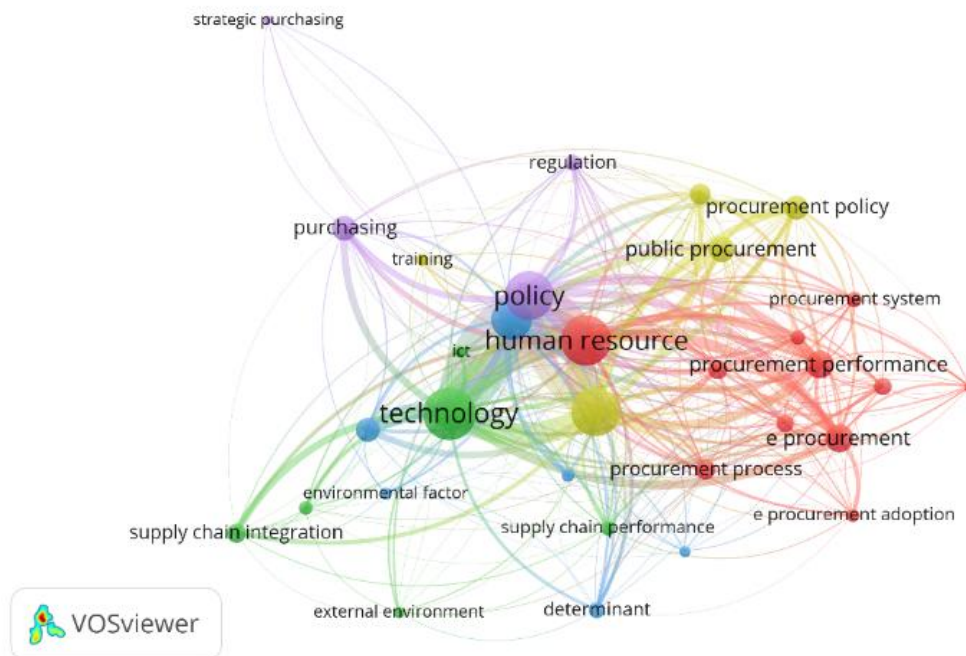
The government's responsibilities related to drug and food supervision are coordinated by the Indonesian Food and Drug Authority (Badan POM). An effective procurement process is essential for the Indonesian Food and Drug Authority to carry out its main duties and functions. In addition, the Indonesian Food and Drug Authority's performance is also influenced by its ability to collaborate with various stakeholders, including suppliers and other government agencies. Effective procurement practices enable the Indonesian Food and Drug Authority to build strong partnerships that are essential for the successful implementation of drug and food safety regulations and standards. This collaborative approach not only improves procurement performance but also strengthens the Indonesian Food and Drug Authority's capacity to respond to drug and food safety challenges in a timely manner.

The addition of work units in the Indonesian Food and Drug Authority from initially 43 to 83 in 2021, with 73 work units in the region and 10 work units in Jakarta, has increased the complexity of the procurement process and requires better governance. The expansion of tasks and challenges following organizational restructuring has become a critical factor that must be managed effectively to achieve optimal procurement performance. In the context of organizational restructuring, adaptation strategies such as strengthening human resources, adopting technology, and implementing responsive policies are necessary.

Results of research conducted by Masudin et al. (2021) results showed that the implementation of e-procurement had a significant effect on company performance. Candra & Gunawan (2017) State that e-procurement implementation has an impact on procurement performance. Masudin et al. (2021) indicate that e-procurement implementation has a positive and significant effect on supply chain performance. The results of research by Haryono (2022)

state The implementation of e-procurement had a significant positive effect on the effectiveness of the procurement of goods and services, and leadership support proved to be a variable that strengthened the effect of e-procurement implementation on the effectiveness of the procurement of goods and services

To support the research, the researcher conducted a bibliometric analysis of articles and journals published on the internet using Publish or Perish. The data was then processed using the Vosviewer application, and the results can be seen in the following figure:



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

Based on the above description of the problem and the results of VOSViewer, this study was conducted to analyze the effect of the implementation of e-purchasing through e-catalogue on procurement performance at the Indonesian Food and Drug Authority.

## METHODE

This study was designed using a causal, associative, and descriptive approach with quantitative methods. Associative research aims to identify the relationship between one variable and another, while the quantitative approach is used to analyze numerical data with the help of statistical programs (Wahidmurni, 2017). The choice of the associative method is based on the focus of the research, which seeks to explore the relationship between factors influencing procurement and procurement performance. The descriptive method complements this research by providing a detailed description of the object being studied.

The variables in this study are the implementation of e-purchasing through e-catalogue as the independent variable and procurement performance as the dependent variable. To examine the relationships among the variables, the structural equation modeling (SEM) method was used, which allows for a comprehensive simultaneous analysis of multiple variables. SEM has become the quasi-standard in marketing and management research for analyzing causal relationships between latent constructs (Hair et al., 2011).

In the 1950s, SEM was used in social sciences, psychology, and other fields. *Partial Least Square* (PLS) is one of the methods used to apply SEM. This method is considered better than other SEM tools, such as AMOS and LISREL. If the theoretical basis for model design is weak and

the measurement indicators do not match the ideal measurement model, then the PLS model is used. PLS can be applied to all data scales, can be used for small samples, and offers researchers a high degree of flexibility to evaluate and analyze relationships between theory, variables, and research results (Hadianto, 2022; Wardhani et al., 2021).

The research subjects were goods and services procurement officers, namely Commitment Making Officials and Procurement Officials, who interact directly with goods/services procurement at the Indonesian Food and Drug Authority, with the requirements of having at least 1 year of experience in government goods/services procurement and being directly involved in the *e-purchasing* process. The questionnaire was given to respondents to be answered according to the answers provided. The questionnaire was sent to respondents via Google Forms. The questions in the questionnaire used a Likert scale. The questionnaire was completed completely and eligible by 156 respondents.

**Table 1.** Likert Scale

Answer	Score
Strongly Agree	4
Agree	3
Disagree	2
Strongly Disagree	1

Source: Processed data (2024)

### Procurement Performance

According to Schiele (2007) , procurement performance encompasses how well an organization's procurement objectives have been achieved. The extent to which the procurement function is able to obtain the best value for the organization's money spent on purchasing products and services is the best indicator of procurement performance.

**Table 2.** Dimensions and Indicators of Procurement Performance

No	Dimensions	Indikator
1	Cost	1. Procurement Savings Ratio 2. New Contract Savings 3. Contract Value Ratio
2	Quality	1. Supplier Specification Compliance 2. Internal Customer Satisfaction
3	Time	1. Procurement Cycle Duration 2. Procurement Schedule Compliance
4	Compliance	1. Competitive Procurement Procedures 2. Economically Valuable Contracts
5	Innovation	1. Supplier Innovation Investment 2. Supplier Innovation Capability
6	Sustainability	1. Local Supplier Involvement 2. Local Supplier Development Program

Sumber: Patrucco et al. (2016)

### Implementation of E-Purchasing through E-Catalogue

E-Purchasing, as regulated in Presidential Regulation of the Republic of Indonesia Number 12 of 2021, is a mechanism for purchasing goods and services through electronic catalogs (e-catalog) and online stores.

**Table 3.** Dimensions and Indicators Implementation of E-Purchasing through E-Catalogue

No	Dimensions	Indicators
1	Process Efficiency	1. Cost Reduction 2. Time Savings
2	Transparency	1. Availability of Information 2. Reduction of Opportunities for Fraud
3	Accuracy and Control	1. Transaction Monitoring 2. Accurate Documentation
4	Healthy Competition	1. Open Access 2. Involvement of Local Providers

Sumber: Zahra et al. (2021)

## RESULT AND DISCUSSION

### Results of Measurement Model (*Outer Model*)

**Tabel 4.** Outer Loading Values

	Implementation of E-Purchasing through E-Catalogue	Procurement Performance
EPP 01.	0.808	
EPP 02.	0.848	
EPP 03.	0.855	
EPP 04.	0.780	
EPP 05.	0.879	
EPP 07.	0.873	
EPP 08.	0.885	
EPP.06	0.892	
KP.13		0.683
KP.01		0.702
KP.02		0.745
KP.03		0.698
KP.04		0.774
KP.05		0.701
KP.06		0.678
KP.07		0.686
KP.08		0.752
KP.09		0.785
KP.10		0.689
KP.11		0.666
KP.12		0.658

Source: Output from SmartPLS4 software, 2025

Indicator Loading is a measure used to assess the extent to which indicators or items in a latent variable are able to measure the construct. The requirement for outer loading is  $> 0.7$  (Hair et al., 2019). Based on Table 4, the variables of e-purchasing implementation through e-catalogue and procurement performance have indicators with quite varied outer loadings, although most remain in the valid category. Outer loading values above 0.7 indicate that these indicators are strong enough to represent the measured variables. Generally, indicators with an indicator

loading between 0.40 and 0.70 are considered for deletion if deleting these indicators causes the Composite Reliability to increase above the recommended threshold value.

**Table 5.** Internal consistency reliability data

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Implementation of E-Purchasing through E-Catalogue	0.946	0.948	0.955	0.728
Procurement Performance	0.918	0.919	0.929	0.504

Source: Output from SmartPLS4 software, 2025

Internal Consistency Reliability is a measure used to assess the extent to which indicators in a variable have a consistent level of correlation in measuring the same variable. The Cronbach's alpha and Composite Reliability values  $> 0.7$  indicate a good level of reliability, which means that the measurements of the construct are stable and consistent (Hair et al., 2019). Based on Table 5, the results of reliability and construct validity testing show that all variables have good reliability. This is indicated by a Cronbach's Alpha value above 0.7 for all variables. Composite Reliability values (rho\_a and rho\_c) were also above 0.7, confirming that each indicator in the construct had a strong correlation with each other and was reliable for measuring the intended latent variables.

Convergent validity indicates the extent to which indicators of a variable are highly correlated with each other and measure the same concept. The recommended threshold value is *Average variance extracted (AVE)*  $> 0.5$  (Hair et al., 2019). Based on Table 5, all variables have AVE values above 0.5, which means that more than 50% of the variance in the indicators can be explained by their respective constructs.

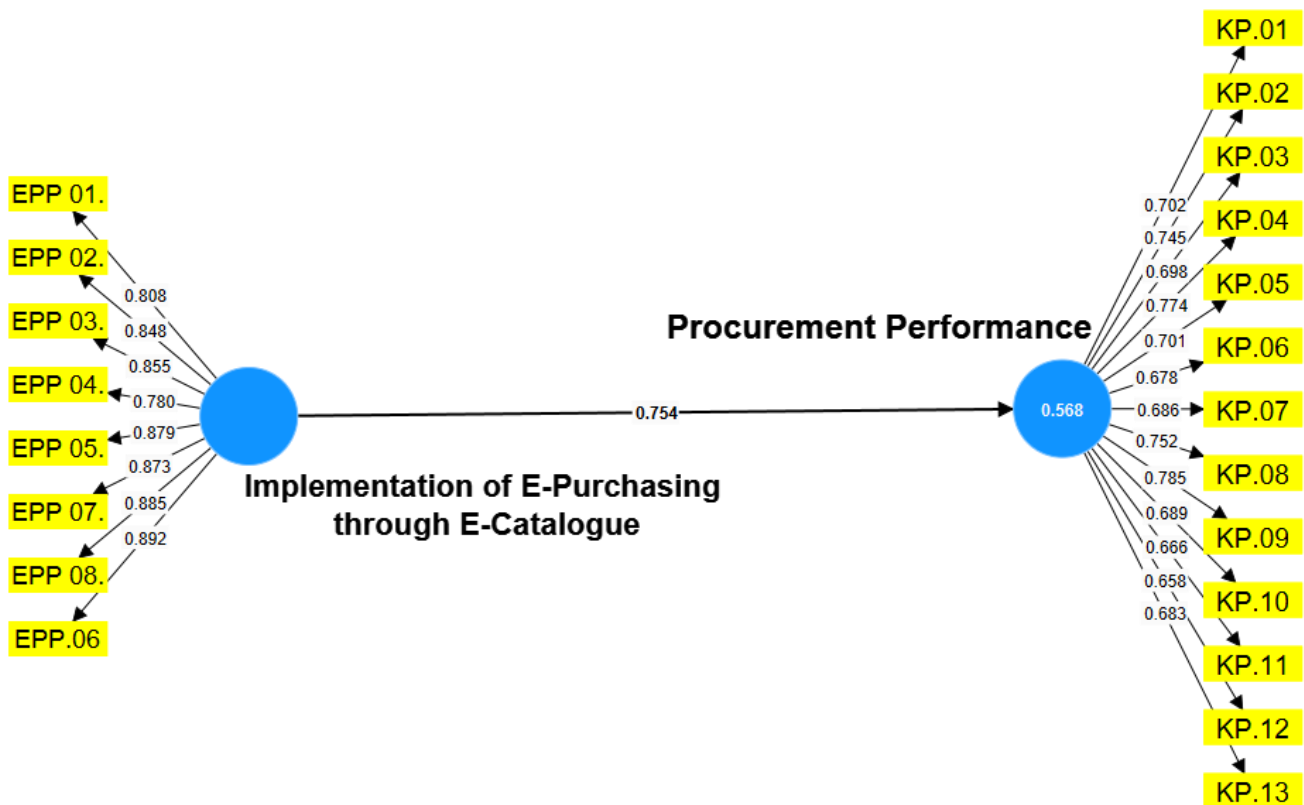
**Table 6.** HTMT Test Results

	Implementation of E-Purchasing through E-Catalogue	Procurement Performance
Implementation of E-Purchasing through E-Catalogue		
Procurement Performance	0.805	

Source: Output from SmartPLS4 software, 2025

Discriminant validity shows the extent to which a latent variable is truly unique and different from other latent variables in a research model. The parameters used in this study refer to Hair et al. (2019), namely the Heterotrait-Monotrait Ratio (HTMT)  $< 0.9$ . Based on Table 6, an HTMT value  $< 0.90$  indicates that the constructs tested have good discriminant validity. This means that the constructs are empirically distinct from other constructs in the model.

Based on Tables 4, 5, and 6, all parameters for testing the outer model have been met. The next step is to test the inner model to analyze the relationship between latent variables in the research model.



**Figure 3.** Completed Outer Model  
 Source: Output from SmartPLS4 software, 2025

**Results of Structural Model (Inner Model)**

**Table 7.** R Square

	R-square	R-square adjusted
Procurement Performances	0.568	0.565

Source: Output from SmartPLS4 software, 2025

Based on the results of the *R-Square* ( $R^2$ ) analysis in the table, the R-square value of 0.568 indicates that 56.8% of the variation in the Procurement Performance variable can be explained by the independent variables in the model, namely the Implementation of e-Purchasing through e-catalogue. There are three categories of R-Square measurement criteria, namely strong (0.75), moderate (0.50), and weak (0.25) (Hair et al., 2019)

The effect of the implementation of e-purchasing through e-catalogues on procurement performance can be categorized as moderate. Although the effect does not fall into the strong category, this value still indicates that e-purchasing through e-catalogues has a significant contribution to improving procurement performance. However, there are still other factors outside the model that influence procurement performance and need to be considered in further research.

In addition to the  $R^2$  value, Hair et al. (2014) Also, recommend the parameter F-squared ( $f^2$ ) to assess the correlation between exogenous and endogenous variables. F Square ( $f^2$ ) is used to measure the effect size of independent variables on dependent variables in a structural model.

**Table 8.** f Square

Implementation of E-Purchasing through E-Catalogue	Procurement Performances
Implementation of E-Purchasing through E-Catalogue Procurement Performances	1.315

Source: Output from SmartPLS4 software, 2025

The  $f^2$  value of 1.315 is included in the very large category, which means that the Implementation of E-Purchasing through E-Catalogue makes a very strong contribution to improving Procurement Performance. This shows that success in implementing e-purchasing optimally, especially through

The use of e-catalogue plays a significant role in increasing the efficiency, effectiveness, and accountability of the procurement process within the organization at the Indonesian Food and Drug Authority.

### Research Hypothesis Conclusion

**Table 9.** Hypothesis Testing Results (Bootstrapping Test)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Implementation of E-Purchasing through E-Catalogue -> Procurement Performance	0.754	0.759	0.037	20.377	0.000

Source: Output from SmartPLS4 software, 2025

### Hypothesis 1 (The implementation of e-purchasing through e-catalogues has a significant positive impact on procurement performance.)

The adoption of e-purchasing through e-catalogue platforms has significantly reshaped procurement practices, marking a pivotal shift in enhancing procurement performance across different industries. By consolidating vendor information such as pricing and product specifications into a single digital interface, e-purchasing simplify procurement procedures and improve user accessibility. This integrated approach has been associated with more streamlined procurement outcomes, reducing transaction durations and eliminating complexities typically seen in conventional procurement workflows. The removal of lengthy negotiations and the provision of transparent pricing further contribute to smoother supply chains (Anggriani et al., 2019; Pandu Wicaksono et al., 2017). Moreover, the integration of e-catalogue systems enhances relationships with suppliers. Centralizing vendor information allows for more effective engagement, communication, and negotiation between buyers and suppliers. This setup enables vendors to better present their capabilities and adapt to market demands, fostering a dynamic and competitive procurement landscape. Studies have confirmed that e-catalogue usage correlates with increased vendor participation, which in turn enhances both procurement efficiency and supplier satisfaction (Awalludin & Putra, 2024; Irawan et al., 2025; Pusparini et al., 2024).

Beyond financial benefits, e-catalogues also play a crucial role in promoting transparency and accountability. By digitizing procurement records, these systems minimize opportunities for

corrupt practices and create audit friendly environments where transactions are fully traceable (Wicaksono et al., 2017; Winda, 2018). This visibility strengthens trust among stakeholders and provides a framework to mitigate risks related to procurement fraud, reinforcing governance across procurement functions (Irawan et al., 2025; Winda, 2018). This alignment between leadership support and employee adoption is essential in fostering an environment conducive to effective procurement practices. Furthermore, automation features inherent in e-procurement systems minimize human interaction and thus reduce opportunities for corruption, which is especially critical in public sector procurement, as noted by Aduwo et al. (2020). The impact of e-purchasing on reducing procurement-related corruption cannot be overstated. According to Kartika (2022) the transparent nature of e-procurement systems is effective in minimizing corrupt practices, thus safeguarding public funds. This alignment fosters a sustainable procurement environment where ethical practices thrive, contributing to a more accountable public sector. Furthermore, as highlighted by Mwakiru & Barasa (2022), adopting strategic organizational practices in conjunction with e-purchasing can lead to improved procurement performance, reinforcing the positive cycle of efficiency and accountability.

Additionally, e-purchasing through e-catalogues enhances organizational performance due to integrated procurement planning. Research by Ingabire and Dushimimana shows that effective procurement planning within public sector entities directly correlates with improved operational outcomes, supporting the need for structured procurement strategies (Ingabire & Dushimimana, 2024). Similarly, Aliyu & Ibrahim (2021) highlight that the adoption of e-procurement systems significantly impacts organizational performance by streamlining processes that traditionally hinder timely procurement.

Finally, embracing e-purchasing through e-catalogues reflects a broader movement toward digital transformation within public procurement. As institutions increasingly recognize the value of digital technologies in boosting operational effectiveness, e-catalogues stand out as a strategic innovation. Continued application and refinement of these systems promise sustainable improvements in procurement performance, solidifying e-catalogues as a benchmark for modern procurement practices (Irawan et al., 2025; Premananto et al., 2023; Wicaksono et al., 2017).

The implementation of e-purchasing systems, particularly through the use of e-catalogues, has shown a significant positive influence on procurement performance. This finding aligns closely with the Technology Acceptance Model (TAM), which posits that perceived ease of use and perceived usefulness are critical determinants of technology adoption. Suryono et al. (2022) emphasize that e-catalogue systems can streamline procurement, aligning with the TAM's assertion that easy-to-use systems foster greater user engagement and satisfaction. Additionally, the organizational implications discussed by Issah & Ackah (2024), who illustrate that electronic procurement has a strong positive correlation with procurement performance, inherently supports the TAM. The study reinforces that a supportive culture enhances adoption, further demonstrating the interaction between organizational readiness and technology acceptance levels.

In synthesizing these perspectives, it is clear that the effective implementation of e-catalogues as part of e-purchasing systems does not merely enhance procurement performance through operational efficiencies but also embodies the principles set forth in the TAM. The perceived ease of use coupled with perceived usefulness catalyzes motivation towards embracing these technological tools in procurement. Taken together, the evidence suggests that organizations embracing e-purchasing not only achieve better procurement outcomes but also facilitate a cultural shift towards technology acceptance in alignment with the TAM framework.

In conclusion, the influence of e-purchasing through e-catalogues on public sector procurement performance can be effectively understood through the lens of the Technology Acceptance Model (TAM). The model emphasizes that perceived usefulness and perceived ease of use are critical in driving user acceptance of technology. In the context of public procurement, e-catalogues offer a user-friendly platform that simplifies complex procurement procedures, increases efficiency, and enhances the reliability of transactions. These attributes align with TAM's core constructs, reinforcing the idea that when users recognize the tangible benefits and ease of using e-purchasing systems, their acceptance and utilization naturally increase, leading to improved procurement performance.

Furthermore, empirical evidence suggests that the successful implementation of e-purchasing systems is not only a matter of technology deployment but also of fostering trust, building digital competencies, and ensuring continuous support from leadership. When these supporting conditions are met, the integration of e-catalogue platforms can significantly optimize procurement outcomes in terms of speed, cost savings, and transparency. Therefore, policy-makers and procurement leaders should prioritize user-centered system design and ongoing capacity development, in line with TAM principles, to fully realize the transformative potential of e-purchasing in the public sector.

## CONCLUSION

The implementation of e-purchasing through e-catalogues has had a significant positive impact on procurement performance, particularly in the public sector. The use of e-catalogues facilitates the procurement process by reducing time and costs, increasing transparency and accountability, and improving relationships between users and goods/service providers. Research findings indicate that the implementation of e-purchasing can enhance efficiency, effectiveness, and trust in the procurement process, as well as contribute to efforts to prevent corruption and misuse of funds. Overall, the adoption of this technology supports digital transformation toward better and more sustainable procurement management.

This study is limited to a specific context, namely the public sector in Indonesia, so the results may not be directly applicable to other sectors or countries without adjustments.

The results of this study provide a strong empirical basis for applying digital technology in public procurement, while enriching the theoretical literature on technology adoption and organizational performance improvement through digital innovation.

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