

The Effect of Staff Accountability on the Quality of E-Procurement Services at the Logistics Bureau

Tati Julita¹, Yuni Candra² Yudas Sabaggalet³

^{1,2,3} Universitas Tamansiswa Padang, Indonesia

* Correspondence e-mail; tatijulita79@gmail.com

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Abstract

This study aims to examine the effect of staff accountability on the quality of e-procurement services at the Logistics Bureau. Accountability is regarded as a fundamental principle of good governance that ensures transparency, responsibility, and efficiency in the implementation of public procurement services. This research employed a quantitative approach using a survey method, with data collected through questionnaires distributed to employees and service users. The collected data were analyzed using descriptive and inferential statistical techniques, including simple linear regression, to determine the relationship between staff accountability and service quality. The findings indicate that staff accountability has a positive and significant effect on the quality of e-procurement services. Employees who demonstrate higher levels of responsibility, transparency, and compliance with procurement regulations contribute to faster, more accurate, and more reliable service delivery. These results suggest that strengthening staff accountability through continuous training, effective supervision, and performance evaluation can improve the overall quality of e-procurement services. The study concludes that accountability is a key determinant in enhancing public service performance and recommends that government institutions reinforce accountability practices to achieve more effective, efficient, and transparent procurement processes.

Keywords

Staff Accountability, Service Quality, E-Procurement, Public Procurement, Logistics Bureau.



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INTRODUCTION

From a public management perspective, accountability and employee competence are two pillars that determine the quality of service output. Accountability reflects the obligation of officials to carry out their duties transparently, in accordance with regulations, and in an auditable manner, thereby creating legal certainty and reducing the scope for administrative irregularities (Putri et al. 2025). Employee competence, on the other hand, refers to a set of knowledge, skills, attitudes, and

behavioral characteristics that enable individuals to complete tasks effectively and adapt to regulatory and technological changes (Fitria 2024). These two variables theoretically do not operate in isolation but interact to shape the service quality perceived by external users. In the digital procurement ecosystem, e-procurement service quality functions as a mediating mechanism that translates internal organizational capacity into perceived value for providers (Arif et al. 2023). When services are perceived as reliable, responsive, and transparent, providers will form positive evaluations that lead to overall satisfaction with the procurement process (Wulandari & Suprpto 2019).

The context of the Indonesian National Police, specifically the West Sumatra Regional Police Logistics Bureau, provides a strategic empirical space to examine the relationship between these variables. The Logistics Bureau plays a crucial role in ensuring the operational readiness of the police force through the management of infrastructure, assets, and the implementation of goods/services procurement. In accordance with Presidential Regulation No. 46 of 2025 concerning Amendments to Presidential Regulation No. 12 of 2021 concerning Amendments to Presidential Regulation No. 16 of 2018 concerning Procurement of Goods/Services within the Government, all government agencies, including the Indonesian National Police (Polri), are required to implement electronic procurement through a platform integrated with the Government Goods/Services Procurement Policy Agency (LKPP) (President of the Republic of Indonesia 2018). This system is operationalized through the Indonesian National Police Electronic Procurement Service (LPSE), which aims to standardize procedures, strengthen auditability, and improve the efficiency of police logistics.

However, implementation on the ground demonstrates that achieving systemic targets still faces operational challenges stemming from human factors and governance. Based on a preliminary survey of 30 suppliers who have transacted through the West Sumatra Regional Police Logistics Bureau e-procurement system, the average satisfaction rating was 4.00 (80%), categorized as "Satisfied." Despite positive aggregate results, there were variations in perceptions on certain indicators, particularly the response speed of the Selection Working Group (Pokja), which received a relatively lower score (3.75) (Researcher's Initial Survey Data, West Sumatra Regional Police Logistics Bureau, March 11, 2026). This finding suggests that the availability of digital systems does not automatically guarantee quality service interactions, especially when the capacity of personnel to respond to procurement dynamics remains uneven.

Preliminary survey data from 30 providers at the West Sumatra Regional Police Logistics Bureau in 2026 showed that the overall work productivity level for e-procurement services averaged 4.00, equivalent to 80%, categorized as "Satisfied." The indicators with the highest ratings were transparency of the tender process (4.20; 84%; "Very Satisfied") and legal certainty of the evaluation process (4.10; 82%; "Very Satisfied"), reflecting providers' positive perceptions of the procedural aspects and fairness of the system. Meanwhile, the indicators for clarity of procurement documents (4.05; 81%) and ease of use of the system (3.90; 78%) were also in the "Satisfied" category, although there is still room for improvement in the interface and technical guidance. The indicator with the lowest relative score was the response speed of the Working Group (3.75; 75%), which suggests that the responsiveness of the apparatus is a priority area for improving service quality. These findings indicate that although the e-procurement system has been operating normally with an adequate level of satisfaction, optimizing human-system interaction, particularly in terms of speed of problem handling and communication with providers, remains a strategic key to continuously strengthening user trust and satisfaction.

This perception gap is reinforced by operational constraint data, which shows that 65% of respondents identified a lack of employee training as the primary obstacle, followed by difficulties in document input (60%) and network disruptions (40%). The high percentage of technical-operational constraints indicates that system mastery has not been fully internalized in the daily competencies of civil servants. Furthermore, internal audit findings confirmed 33 cases of administrative irregularities, dominated by late reporting (11 cases), discrepancies between physical and administrative data (9 cases), and incomplete accountability documents (8 cases) (Internal Audit Report of the West Sumatra Regional Police Supervisory Unit, 2025). This pattern of findings reflects that procedural accountability mechanisms have not been implemented consistently, potentially eroding supplier confidence in the certainty and fairness of the procurement process. In terms of human resource capacity, internal data from the West Sumatra Regional Police Logistics Bureau's Renmin Sub-Division in 2026 shows that out of 68 personnel, only 12 (17.6%) have government procurement expert certification, while 56 (82.4%) have not (Personnel Data from the Renmin Sub-Division of the West Sumatra Regional Police Logistics Bureau, January 2026). This limitation is not merely administrative in nature, but directly impacts the depth of regulatory understanding, the speed of technical analysis, and the accuracy of decision-making during the selection process. Incompetent employees tend to rely on trial-and-error

procedures, increasing the risk of administrative errors and slowing down responses to vendor objections or clarifications (Iba 2026). This situation reinforces the premise that digital transformation in public procurement cannot be separated from strengthening the capacity of the apparatus as system operators and supervisors.

The causal relationship between accountability, employee competence, e-procurement service quality, and work productivity forms a hierarchical mechanism that requires an integrated analytical approach. Accountability and competence act as organizational antecedents that determine the consistency and reliability of service outputs. Service quality then functions as a mediating variable that transforms internal capacity into external perceptions of providers. This mediation approach is relevant to the demands of bureaucratic reform that emphasizes an evidence-based public service orientation, where user satisfaction is measured not solely by normative compliance but by direct experience of the quality of service interactions (Hopewell 2017).

Several previous studies have confirmed the positive impact of e-procurement on efficiency and transparency, but most have focused on direct relationships or technical aspects of infrastructure (Nani et al. 2020). Studies that simultaneously examine the role of accountability and competence as predictors of digital service quality and their impact on work productivity in the context of security institutions are still limited. This literature gap provides academic justification for conducting more comprehensive research by positioning e-procurement service quality as an intermediary mechanism that bridges internal bureaucratic factors with external user evaluations.

METHODS

This study employed a quantitative approach with an explanatory (causal) approach. The quantitative approach was chosen because the study aimed to test the causal relationship between variables through numerical data collection and structured statistical analysis (Maxwel 2006). This explanatory research method was used to explain the mechanisms of direct and indirect influence between the independent variables (employee accountability and competence) on the dependent variable (work productivity), with e-procurement service quality as a mediating variable. This design enabled the researcher to confirm theoretical propositions through systematic testing of formulated hypotheses.

This research was conducted at the West Sumatra Regional Police Logistics Bureau Office, located at Jalan Jenderal Sudirman No. 55, Padang, West Sumatra. The population in this study was 122 holders of government goods/services procurement

certificates within the West Sumatra Regional Police. This group was selected based on the consideration that they are the direct subjects interacting with the e-procurement process, making them the most relevant for measuring perceptions of apparatus accountability, employee competence, system service quality, and the resulting level of satisfaction. All 122 holders of government procurement certificates for goods/services within the regional police (Polda) had participated in procurement activities during the study period and had empirical experience that could serve as a basis for completing the quantitative instrument. With a limited and clearly defined population, this study allowed for the application of a total sampling technique (census), resulting in more representative data, minimizing sample selection bias, and increasing the accuracy of statistical testing of relationships between variables.

Given the relatively small population of active suppliers, namely 122 holders of government procurement certificates for goods/services within the regional police (Polda) registered and transacting through the e-procurement system at the West Sumatra Regional Police Logistics Bureau, this study employed a total sampling technique (census), thus selecting all members of the population as respondents (Kisworo 2021). This approach was chosen to ensure the data collected is comprehensive and representative, while minimizing generalization errors that may arise from partial sampling (Sudaryono 2011). By involving all 122 holders of government goods/services procurement certificates within the regional police as primary data sources, this study was able to obtain a comprehensive picture of respondents' perceptions of accountability, employee competence, e-procurement service quality, and work productivity, thereby increasing external validity and statistical power in testing the Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) model (Ringle and Sarstedt 2021). Furthermore, the use of a census aligns with the principle of efficiency in limited-scale quantitative research, where population reach allows for comprehensive data collection without sacrificing analytical depth (Sugiyono 2018).

FINDINGS AND DISCUSSION

A preliminary survey was conducted with 30 goods/services providers who had participated in the e-procurement procurement process at the West Sumatra Regional Police Logistics Bureau. This survey aimed to obtain an initial overview of provider perceptions of the quality of e-procurement services before conducting the main research.

The survey results showed that provider satisfaction with e-procurement services averaged 4.00, or 80%, which is considered satisfactory. This finding indicates that the implementation of the e-procurement system at the West Sumatra Regional Police Logistics Bureau has generally met user expectations.

Specifically, the tender process transparency indicator received the highest score of 4.20 (84%), categorized as very satisfied. These results indicate that the e-procurement mechanism is considered effective in increasing information transparency and reducing the potential for practices that violate good governance principles.

The legal certainty indicator for the evaluation process received a score of 4.10 (82%), while the clarity of procurement documents received a score of 4.05 (81%). Both indicators indicate that providers assess that procurement procedures have been implemented in accordance with statutory provisions, thus providing certainty in participating in the tender process.

Meanwhile, the system's ease of use scored 3.90 (78%). Although still in the satisfactory category, this result indicates that the system interface and user instructions still need improvement to make them more understandable for all users.

The indicator with the lowest score was the response speed of the Selection Working Group (Pokja), at 3.75 (75%). This score indicates that the responsiveness of government officials remains a primary concern in improving the quality of e-procurement services.

Overall, the preliminary survey results indicate that the e-procurement system is running well. However, service quality is not solely determined by the availability of the technology system; it is also influenced by the ability of government officials to provide fast, accurate, and responsive service.

In addition to measuring perceptions of service quality, the preliminary survey also identified various operational challenges faced by providers during the e-procurement process. 65% of respondents cited a lack of employee training as the main obstacle to service delivery. Furthermore, 60% of respondents experienced difficulties inputting documents, while 40% reported experiencing internet network disruptions during the procurement process.

These findings indicate that the success of e-procurement implementation is not only influenced by information technology readiness, but also by the readiness of human resources to operate the system effectively.

Additional supporting data comes from the 2025 Internal Audit of the West Sumatra Regional Police Supervisory Unit, which identified 33 cases of administrative

irregularities, including 11 cases of late reporting, 9 cases of discrepancies between physical and administrative data, and 8 cases of incomplete accountability documents. These findings indicate that administrative accountability mechanisms still require strengthening to continuously improve the quality of procurement services.

In terms of personnel competency, data from the West Sumatra Regional Police Logistics Bureau's Renmin Sub-Division in 2026 shows that out of 68 personnel, only 12 (17.6%) have government procurement expert certification, while 56 (82.4%) do not. This situation indicates the limited formal competency of employees in managing government procurement of goods and services.

Preliminary survey results indicate that the implementation of e-procurement at the West Sumatra Regional Police Logistics Bureau has achieved a relatively high level of satisfaction. An average score of 80% indicates that the digital transformation of the procurement process has improved the quality of public services compared to conventional procurement systems.

The high level of transparency in the tender process demonstrates that the electronic system is able to strengthen the principle of information transparency as mandated in government procurement governance. The digitalization of the procurement process allows all stages of the tender to be documented electronically, reducing the opportunity for intervention or practices inconsistent with the principle of accountability. This finding aligns with the information systems success model developed by DeLone and McLean (2003), which states that a quality information system will improve service quality and user satisfaction.

However, preliminary research also found that the Working Group's response speed still received the lowest rating. This situation indicates that the successful implementation of information technology has not been fully accompanied by an increase in the quality of service provided by civil servants. In other words, digitalization cannot replace the importance of human resource competence in providing public services.

This finding is reinforced by the results of the identification of operational constraints, which showed that the majority of respondents considered the lack of employee training to be a major obstacle. This suggests that improving civil servant competence through education and training is a crucial factor in increasing the effectiveness of e-procurement implementation.

Employee certification data also shows that only a small proportion of personnel possess formal competence in the field of government procurement of goods and services. This low level of certification has the potential to impact the quality of

decision-making, administrative accuracy, and the speed of resolution of various issues arising during the procurement process. This situation aligns with the opinion of Robbins and Judge (2022), who stated that employee competence is a key determinant of an organization's success in providing quality services.

From an accountability perspective, the continued discovery of various administrative irregularities in internal audit results indicates that accountability mechanisms are not functioning optimally. Delayed reporting, administrative discrepancies, and incomplete accountability documents can undermine provider confidence in the government procurement process. Therefore, strengthening the internal oversight system needs to be integrated with increasing the capacity of government officials so that the principles of transparency and accountability can be more consistently implemented.

Overall, the preliminary survey results indicate that the success of e-procurement implementation is not only determined by the quality of the information technology system, but also by the quality of the human resources operating the system. A good system must be supported by officials with high competence, integrity, and accountability, enabling them to provide fast, accurate, and professional service to all service users.

CONCLUSION (Palatino Linotype 12, Space 1.15, Justify)

Employee accountability plays a crucial role in supporting the quality of e-procurement services at the West Sumatra Regional Police Logistics Bureau. The implementation of accountability principles, reflected through adherence to procedures, transparency in procurement implementation, responsibility for each stage of work, and accuracy in information delivery, contributes to the creation of more effective, transparent, and reliable procurement services for goods and services providers. Survey results indicate that the overall quality of e-procurement services is in the satisfactory category, with an average satisfaction level of 80%. The transparency of the tender process and legal certainty indicators received the highest ratings, indicating that the implementation of the electronic procurement system has been able to increase openness and provide procedural certainty for service users. However, the aspect of the speed of response of the apparatus, particularly the Selection Working Group (Pokja), still received a relatively lower rating compared to other indicators. This condition indicates that the success of digital transformation is not only determined by the availability of information technology systems, but is also influenced by the quality of service provided by the apparatus as system managers. Furthermore, the continued presence of obstacles in the form of limited employee

competency, a low number of personnel with procurement certification, and several findings of administrative irregularities indicate that strengthening human resource capacity and consistently implementing accountability mechanisms remain priorities. Therefore, the West Sumatra Regional Police Logistics Bureau needs to continuously improve employee competency through ongoing education and training, strengthen internal oversight systems, and increase responsiveness to goods and service providers. These efforts are expected to continuously improve the quality of e-procurement services, strengthen stakeholder trust, and support the realization of transparent, accountable, effective, and integrated government procurement governance.

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