



Employee Performance in Electronic Procurement System Utilization: The Effects of Competence, Leadership Style, and Technology Acceptance

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Abstract: Digital transformation in public procurement requires employees to use electronic systems effectively. This study examines the effects of employee competence and leadership style on employee performance and the mediating role of technology acceptance. A quantitative survey was conducted among 110 employees involved in procurement activities at the Ministry of Villages and Development of Disadvantaged Regions of the Republic of Indonesia. Respondents were selected through simple random sampling, and the data were analyzed using Partial Least Squares Structural Equation Modeling with a reflective-reflective hierarchical component model. Employee competence positively affected performance ($\beta=0.299$; $p=0.001$) and technology acceptance ($\beta=0.557$; $p<0.001$). Technology acceptance positively affected performance ($\beta=0.413$; $p<0.001$). Leadership style positively affected technology acceptance ($\beta=0.264$; $p<0.001$) but had no significant direct effect on performance ($\beta=-0.114$; $p=0.059$). Technology acceptance partially mediated the competence-performance relationship and fully mediated the leadership-performance relationship. The findings demonstrate that electronic procurement performance improvement requires integrated competency development, leadership support for digital change, and stronger technology acceptance.

Keyword: Employee Competence, Leadership Style, Technology Acceptance, Employee Performance, Electronic Procurement System.

INTRODUCTION

Public procurement is a strategic component of public governance because it links budget execution, service delivery, accountability, and organizational performance. The digitalization of procurement has shifted major activities from conventional administration to integrated electronic platforms, including the Electronic Procurement System (SPSE), the General Procurement Plan Information System (SiRUP), and the Electronic Catalogue. In this environment, employee performance is reflected not only in the completion of routine tasks but also in the accuracy of electronic records, timeliness of procurement stages, contract administration, cross-unit coordination, and the ability to respond to regulatory and technological changes. Human resource management therefore becomes central to the

effectiveness of digital procurement because organizational outcomes depend on the capacity of employees to translate systems, procedures, and policies into consistent work results (Lie et al., 2022; Wardhana et al., 2022).

The empirical context of this study is the Ministry of Villages and Development of Disadvantaged Regions of the Republic of Indonesia. Its Procurement Governance Index (Indeks Tata Kelola Pengadaan—ITKP) shows that the procurement-system utilization component increased from 10.20 in 2022 to 18.93 in 2023 but declined to 17.92 in 2024, remaining below the maximum score of 30. The decline occurred while the human resource qualification and competency component remained at 21.75 and the maturity level of the Procurement Unit remained at the maximum score of 40. This pattern indicates that the availability of mature institutional arrangements and qualified personnel does not automatically produce optimal system utilization. The phenomenon supports the need to examine how individual competence and leadership are converted into performance when electronic systems become the primary medium of work.

Table 1. Procurement Governance Index of the Ministry, 2022–2024

ITKP component	Maximum score	2022	2023	2024
Procurement-system utilization	30	10.20	18.93	17.92
HR qualification and procurement competence	30	21.80	21.75	21.75
Procurement Unit maturity	40	40.00	40.00	40.00
Procurement Governance Index	100	71.92	80.68	79.67

Source: Ministry Procurement Governance Index data, 2026 (reprocessed).

Employee competence is an internal strategic resource that integrates knowledge, understanding, skills, values, attitudes, and interest. Resource-Based View and competency theory suggest that superior performance arises when organizations possess and effectively deploy valuable human capabilities (Barney, 1991; McClelland, 1973; Spencer & Spencer, 1993). In electronic procurement, competence includes the ability to interpret procurement rules, use digital platforms, manage contracts, maintain data accuracy, and respond to system or regulatory changes. Empirical findings, however, remain inconsistent. Wardoyo et al. (2025) and Rizkiani et al. (2026) reported positive effects of competence on performance, whereas Salvano et al. (2023) and Hamidah and Supardi (2024) found that competence did not always directly improve performance. This inconsistency suggests that competence may require a behavioral mechanism that enables employees to apply their capabilities through technology.

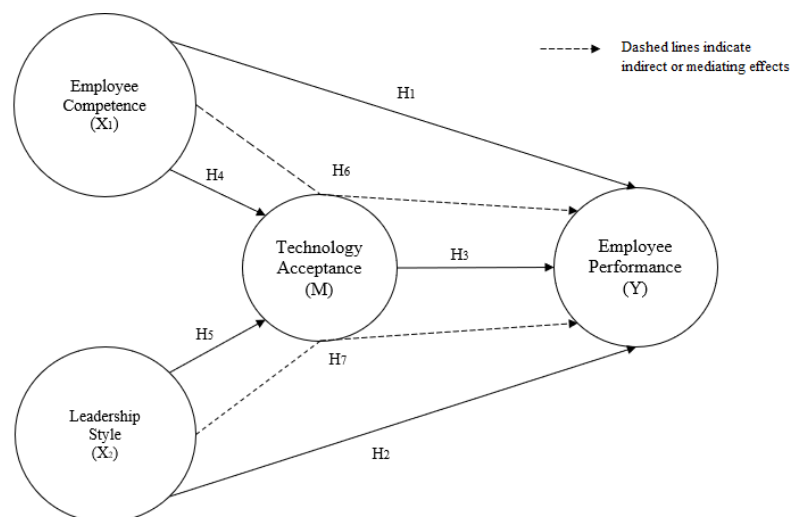
Leadership style is another organizational factor that may shape employee behavior. Leadership is expressed through task-oriented, relations-oriented, and change-oriented behaviors that provide direction, social support, and adaptation to organizational change (Yukl, 2013; Robbins & Judge, 2024). Social Exchange Theory also explains that supportive leadership can generate reciprocal employee responses, including commitment to new work practices (Blau, 1964). Nevertheless, evidence on the direct leadership-performance relationship is mixed. Prihartono and Herawati (2024) found a positive influence, while Firmansyah and Winarto (2024), Widyastuti et al. (2025), and Wijaya et al. (2024) showed that leadership effects may be weak, insignificant, or dependent on intervening variables. In a technology-intensive environment, leadership may influence performance less through direct supervision and more through employees' willingness to accept and consistently use digital systems.

Technology acceptance provides a theoretical bridge between human and organizational factors and actual work outcomes. The Technology Acceptance Model emphasizes perceived usefulness and perceived ease of use (Davis, 1989), while the Unified Theory of Acceptance

and Use of Technology identifies performance expectancy, effort expectancy, social influence, and facilitating conditions as central determinants of technology use (Venkatesh et al., 2003). Prior studies found that technology acceptance can improve work engagement and performance (Nofratilova & Adriani, 2023; Rizkiani et al., 2026), but other research reported limited or context-dependent effects (Radiansyah et al., 2016; Pacho, 2023; Wicaksono et al., 2025). These differences indicate that the role of technology acceptance must be tested in a context where system use is mandatory, highly regulated, and closely connected to administrative accountability.

This study addresses three gaps. First, it examines a public procurement setting in which electronic system use is mandatory and subject to audit and regulatory compliance, unlike many studies conducted in private business, banking, education, health care, or consumer contexts. Second, it integrates employee competence, leadership style, technology acceptance, and employee performance in one causal model. Third, it tests technology acceptance as the mechanism through which competence and leadership are translated into procurement performance. Accordingly, seven hypotheses were evaluated: competence affects performance; leadership style affects performance; technology acceptance affects performance; competence affects technology acceptance; leadership style affects technology acceptance; technology acceptance mediates the competence-performance relationship; and technology acceptance mediates the leadership-performance relationship.

The conceptual model of this study was developed based on the theoretical framework and a synthesis of previous empirical findings concerning the relationships among employee competence, leadership style, technology acceptance, and employee performance (Fajriani et al., 2026; Firmansyah & Winarto, 2024; Hamidah & Supardi, 2024; Nofratilova & Adriani, 2023; Pacho, 2023; Radiansyah et al., 2016; Wardoyo et al., 2025; Wicaksono et al., 2025; Widyastuti et al., 2025; Wijaya et al., 2025). The proposed relationships among these variables are illustrated in Figure 1.



Source: Developed by the Authors, 2026

Figure 1. Conceptual Framework

METHOD

This research used a quantitative, associative survey design. The population consisted of 138 employees involved in procurement activities in 2026 at the Ministry of Villages and Development of Disadvantaged Regions of the Republic of Indonesia and using electronic procurement platforms such as SPSE, the Electronic Catalogue, and SiRUP. The minimum sample calculated using the Slovin formula at a 5% error level was 103 respondents; the multivariate requirement of at least five observations for each of 18 dimensions produced a

minimum of 90 respondents. Simple random sampling was applied using a sampling frame of eligible employees, and 110 complete questionnaires were ultimately returned and analyzed.

Data were collected through a closed online questionnaire distributed using Google Forms. Responses were measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Employee competence was measured through six dimensions: knowledge, understanding, skills, values, attitudes, and interest. Leadership style was measured through task, relations, and change orientations. Technology acceptance was measured through performance expectancy, effort expectancy, social influence, and facilitating conditions. Employee performance was measured through work quality, work quantity, responsibility, cooperation, and initiative. The constructs and measurement dimensions used in this study are presented in Table 2.

Table 2. Constructs and measurement dimensions

Construct	Role	Dimensions	Items
Employee competence	Exogenous	Knowledge; understanding; skills; values; attitudes; interest	22
Leadership style	Exogenous	Task orientation; relations orientation; change orientation	12
Technology acceptance	Mediator	Performance expectancy; effort expectancy; social influence; facilitating conditions	16
Employee performance	Endogenous	Work quality; quantity; responsibility; cooperation; initiative	20

Source: Developed by the authors based on Mangkunegara as cited in Telaumbanua et al. (2024), Robbins and Judge (2024), Yukl (2013), Bass as cited in Munajat et al. (2023), and Venkatesh et al. as cited in Wicaksono (2022).

The data were analyzed using descriptive statistics and Partial Least Squares Structural Equation Modeling in SmartPLS 4. Because each main construct was multidimensional, the analysis employed a reflective-reflective Hierarchical Component Model and a two-stage approach. The first stage estimated the lower-order dimensions and generated latent variable scores; the second stage used those scores as indicators of the higher-order constructs. The measurement model was assessed using outer loadings, Average Variance Extracted, Cronbach's alpha, composite reliability, the Heterotrait-Monotrait ratio, the Fornell-Larcker criterion, and cross-loadings. The structural model was evaluated through collinearity, R^2 , f^2 , Q^2 predict, Standardized Root Mean Square Residual, direct paths, indirect paths, and mediation classification (Hair et al., 2021; Henseler et al., 2014; Sarstedt et al., 2019). Bootstrapping was used to test significance at the 5% level.

RESULTS AND DISCUSSION

Respondent Profile and Descriptive Findings

All 110 questionnaires distributed to eligible users of electronic procurement systems were returned and usable. Men represented 69.09% of respondents and women 30.91%. Most respondents held a bachelor's degree (69.09%), had more than five years of work experience (77.27%), and were between 31 and 40 years old (63.64%). The profile indicates that the respondents generally possessed sufficient educational and occupational experience to evaluate procurement-system use and its relationship with work performance. A summary of the dominant characteristics of the 110 respondents is presented in Table 3.

Table 3. Summary of respondent characteristics (n=110)

Characteristic	Dominant category	Percentage
Gender	Male	69.09%
Education	Bachelor's degree	69.09%
Work tenure	More than five years	77.27%
Age	36–40 years	32.73%
Combined productive age	31–40 years	63.64%

Source: Primary data, 2026 (reprocessed).

Descriptive responses were generally concentrated in the agree category. For competence, the strongest response appeared in the skills dimension, particularly the ability to process contract amendments according to applicable rules (42.7%). Knowledge of contract monitoring, participation in aligned procurement training, professional objectivity, and interest in technical specifications were also viewed positively. However, some respondents still indicated uneven understanding of regulatory changes and system features, suggesting the need for continuous learning and practical assistance.

For leadership style, respondents most strongly recognized clear instructions and task allocation in procurement procedures (38.2%). Positive responses also appeared for discussion spaces among procurement implementers and for leadership direction toward credible, transparent, and accountable procurement governance. The relatively lower response regarding continuous socialization, training, and support for digitalization indicates that leadership support was perceived more clearly in formal direction than in sustained capability-building activities.

Technology acceptance was characterized by strong perceived usefulness and social influence. Respondents agreed that electronic procurement systems helped complete tasks faster than manual methods (44%), that the system interface was relatively clear and simple (42%), and that organizational policy required technology adoption in procurement processes (48%). Nevertheless, the availability of hardware and internet infrastructure received a lower positive response, indicating that facilitating conditions remain an operational concern. Employee performance responses emphasized coordination on technical specifications (44%), proactive efforts to identify new methods or regulatory alternatives (43%), responsibility for verifying contract conformity before payment (42%), and document verification before approval (38%).

Measurement Model

All higher-order dimensions met the measurement criteria. Outer loadings ranged from 0.817 to 0.885, exceeding the recommended threshold of 0.70. Average Variance Extracted values ranged from 0.723 to 0.734, while Cronbach's alpha ranged from 0.816 to 0.923 and composite reliability ranged from 0.891 to 0.940. The discriminant-validity tests reported in the thesis also met the Heterotrait-Monotrait, Fornell-Larcker, and cross-loading criteria. These results indicate that the four constructs were valid and reliable for structural analysis. A summary of the higher-order measurement model assessment for employee competence, leadership style, technology acceptance, and employee performance is presented in Table 4.

Table 4. Higher-order measurement model assessment

Construct	Loading range	Cronbach's α	Composite reliability	AVE
Employee competence	0.817–0.876	0.923	0.940	0.730
Leadership style	0.849–0.859	0.816	0.891	0.723

Construct	Loading range	Cronbach's α	Composite reliability	AVE
Technology acceptance	0.822–0.873	0.876	0.915	0.731
Employee performance	0.837–0.885	0.909	0.932	0.734

Source: SmartPLS 4 output, 2026 (reprocessed).

Structural Model and Hypothesis Testing

The final structural model had no collinearity problem, with Variance Inflation Factor values between 1.013 and 1.701. Technology acceptance had $R^2=0.412$ (adjusted $R^2=0.401$), indicating that employee competence and leadership style explained 41.2% of its variance. Employee performance had $R^2=0.404$ (adjusted $R^2=0.393$), indicating that competence and technology acceptance explained 40.4% of its variance after the nonsignificant direct leadership-performance path was trimmed. Predictive relevance was moderate for both technology acceptance ($Q^2_{\text{predict}}=0.382$) and employee performance ($Q^2_{\text{predict}}=0.259$). The estimated model's SRMR of 0.061 indicated acceptable fit. The structural model was subsequently evaluated in terms of explanatory power, predictive relevance, collinearity, model fit, and the significance of direct and indirect effects, with the results summarized in Tables 5 and 6.

Table 5. Structural model quality

Criterion	Technology acceptance	Employee performance	Interpretation
R^2 (adjusted)	0.412 (0.401)	0.404 (0.393)	Moderate explanatory power
Q^2_{predict}	0.382	0.259	Moderate predictive relevance
VIF range	1.013–1.701	1.131–1.701	No collinearity concern
SRMR (estimated model)	—	0.061	Model fit

Source: SmartPLS 4 output, 2026 (reprocessed).

Table 6. Direct and indirect effect tests

Hypothesis and path	β	t-value	p-value	Decision
H1: Competence → Performance	0.299	3.073	0.001	Supported
H2: Leadership → Performance	-0.114	1.565	0.059	Not supported
H3: Technology acceptance → Performance	0.413	4.247	<0.001	Supported
H4: Competence → Technology acceptance	0.557	8.912	<0.001	Supported
H5: Leadership → Technology acceptance	0.264	3.878	<0.001	Supported
H6: Competence → Technology acceptance → Performance	0.230	3.763	<0.001	Supported; partial mediation
H7: Leadership → Technology acceptance → Performance	0.109	2.911	0.002	Supported; full mediation

Source: Bootstrapping results, SmartPLS 4, 2026 (reprocessed).

Employee Competence and Employee Performance

Employee competence had a positive and significant effect on performance ($\beta=0.299$; $p=0.001$). Employees with stronger knowledge, understanding, skills, values, attitudes, and interest were better able to maintain document accuracy, process procurement administration, monitor contracts, and complete tasks in accordance with applicable requirements. The result supports competency theory, which positions competence as a causal characteristic of effective performance (McClelland, 1973; Spencer & Spencer, 1993), and is consistent with Wardoyo et

al. (2025) and Rizkiani et al. (2026). The finding differs from Salvano et al. (2023) and Hamidah and Supardi (2024), whose nonsignificant results may reflect differences in job standardization, sector, or the alignment between measured competence and actual work requirements. In electronic procurement, competence is directly relevant because errors in data entry, specifications, contract documents, or system procedures can immediately affect accountability and workflow completion.

Leadership Style and Employee Performance

Leadership style did not have a significant direct effect on employee performance ($\beta = -0.114$; $p = 0.059$). Although respondents generally perceived task direction, relational support, and change orientation positively, these leadership behaviors did not automatically translate into higher work quality, quantity, responsibility, cooperation, or initiative. This result supports the argument that leadership effects can be indirect and depend on mechanisms closer to employees' daily work processes. It is aligned with Firmansyah and Winarto (2024), Widyastuti et al. (2025), and Wijaya et al. (2024), who reported weak or nonsignificant direct effects, but differs from Prihartono and Herawati (2024). In a regulated electronic procurement setting, procedures and digital workflows strongly structure employee tasks; consequently, leadership contributes to performance primarily when it changes how employees perceive and use the system.

Technology Acceptance and Employee Performance

Technology acceptance positively affected employee performance ($\beta = 0.413$; $p < 0.001$) and produced a medium effect size. Employees who believed that the system improved performance, was manageable to use, was supported by important organizational actors, and was backed by facilitating conditions were more likely to use electronic procurement platforms consistently. This acceptance supported faster administration, more systematic documentation, better contract control, and more effective coordination. The result is consistent with UTAUT (Venkatesh et al., 2003), Nofratilova and Adriani (2023), and Rizkiani et al. (2026). It differs from Radiansyah et al. (2016), who found no direct technology-acceptance effect on performance. The difference may arise because procurement processes in the present setting rely heavily on mandatory electronic platforms; therefore, positive acceptance is closely connected to actual work execution.

Employee Competence and Technology Acceptance

Employee competence had the strongest structural effect in the model on technology acceptance ($\beta = 0.557$; $p < 0.001$), with a large f^2 effect. Competent employees were more capable of understanding the benefits of electronic procurement, learning system features, handling technical and administrative requirements, and using available organizational support. This reduced uncertainty and increased confidence in the systems. The result agrees with Wardoyo et al. (2025) and Siswanto et al. (2025), who showed that employee or digital competence strengthens technology adoption. It also clarifies the mixed findings reported by Mengyu Cao and Dongphil Chun (2025), in which digital competence affected some technology-acceptance dimensions but not others. In the procurement context, competence is broad and includes regulatory, technical, ethical, and behavioral components, allowing it to support acceptance across multiple aspects of system use.

Leadership Style and Technology Acceptance

Leadership style positively affected technology acceptance ($\beta = 0.264$; $p < 0.001$). Task-oriented leadership provided clarity regarding the use of systems in procurement stages; relations-oriented leadership reinforced communication and social support; and change-oriented leadership encouraged adaptation to digital procedures. These behaviors helped

employees view electronic procurement as an organizationally supported and legitimate way of working. The finding supports Yukl's behavioral framework and Social Exchange Theory because leadership treatment can shape reciprocal willingness to participate in organizational change (Blau, 1964; Yukl, 2013). It is also consistent with Fajriani et al. (2026) and the broader digital-leadership evidence, although it contrasts with Radiansyah et al. (2016). The present context's high dependence on electronic systems may make leadership support more salient to users.

The Mediating Role of Technology Acceptance

Technology acceptance partially mediated the effect of competence on performance (indirect $\beta=0.230$; $p<0.001$). Competence therefore improved performance through two routes: a direct route reflecting the capacity to perform procurement duties, and an indirect route in which competence increased acceptance and effective use of electronic systems. This partial mediation demonstrates that competent employees can perform better even beyond technology acceptance, but their capabilities create greater value when they are translated into confident and sustained system use.

Technology acceptance fully mediated the effect of leadership style on performance (indirect $\beta=0.109$; $p=0.002$), while the direct path remained nonsignificant. Leadership improved performance only insofar as it created favorable perceptions and readiness to use procurement technology. In practical terms, instructions, communication, and support from leaders do not directly guarantee better procurement outputs; these behaviors must be translated into system usefulness, ease, social encouragement, and facilitating conditions experienced by employees. This result provides a more specific explanation than studies that treat leadership as a direct performance determinant. It establishes technology acceptance as the principal mechanism linking leadership with employee performance in electronic procurement.

Theoretical and Practical Implications

Theoretically, the findings integrate human capital and competency perspectives, leadership behavior, and UTAUT in a single public-sector procurement model. Competence remains a direct performance resource, but technology acceptance explains an additional route through which competence is applied. Leadership, by contrast, operates mainly as an organizational antecedent of technology acceptance rather than as a direct determinant of performance. This distinction contributes to the explanation of contradictory prior findings by showing that the strength and form of mediation differ between individual capability and organizational leadership.

Practically, performance improvement should not rely on isolated training or general leadership direction. The Ministry should develop continuous and role-specific procurement capability programs covering regulatory updates, SPSE, SiRUP, the Electronic Catalogue, contract administration, and digital documentation. Leaders should establish regular technical discussion forums, provide consistent communication on digital change, invite procurement experts or the National Public Procurement Agency when necessary, and protect opportunities for certification and professional development. Facilitating conditions should be strengthened through reliable internet access, adequate devices, practical manuals, and timely technical support. These measures are likely to improve performance because they jointly strengthen competence and technology acceptance.

CONCLUSION

The study demonstrates that employee competence and technology acceptance are central determinants of employee performance in electronic procurement. Competence directly improves performance and strongly increases technology acceptance. Technology acceptance, in turn, improves performance and partially mediates the effect of competence. Leadership style

does not directly improve performance, but it positively shapes technology acceptance, which fully mediates the leadership-performance relationship. Thus, leadership contributes to procurement outcomes when task direction, relational support, and change orientation are converted into employees' perceived usefulness, ease of use, social encouragement, and access to facilitating conditions. The findings imply that electronic procurement performance should be managed as an integrated human-technology process rather than as a purely technical or supervisory issue. The study is limited to one ministry, cross-sectional self-reported data, and the competence, leadership, technology acceptance, and performance constructs included in the model. Future research may examine longitudinal changes, compare ministries or local governments, incorporate objective system-use and ITKP data, and test additional factors such as system quality, digital culture, technostress, or organizational agility.

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