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RESEARCH ARTICLE

The Influence of Employee Competency and Commitment on the Effectiveness of the Electronic Procurement of Goods/Services (Electronic Catalog Version 6) To The Government of Payakumbuh City

Ripasril[1], Sabri[2], Andreas Rafellyno[3], Anne Putri[4], Kuliman[5]
Institute of Technology and Business of Haji Agus Salim Bukittinggi

ripasril@gmail.com[1], sabrisimabur@gmail.com[2]* , rafellyno@gmail.com[3], anne_kop10@yahoo.com[4], kulimanspirit@gmail.com[5]

Kata Kunci:
Kompetensi Pegawai, Komitmen Pegawai, Efektivitas Pengadaan

Abstrak

Transformasi digital dalam pengadaan barang/jasa pemerintah melalui implementasi Katalog Elektronik Versi 6 merupakan bagian dari upaya pemerintah untuk mewujudkan tata kelola pengadaan yang transparan, akuntabel, efektif, dan efisien. Meskipun demikian, keberhasilan implementasinya tidak hanya bergantung pada kesiapan sistem teknologi informasi, tetapi juga dipengaruhi oleh kualitas sumber daya manusia, khususnya kompetensi dan komitmen pegawai yang terlibat dalam proses pengadaan. Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi dan komitmen pegawai terhadap efektivitas pengadaan barang/jasa secara elektronik pada Pemerintah Kota Payakumbuh melalui implementasi Katalog Elektronik versi 6. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Data diperoleh melalui penyebaran kuesioner kepada pegawai yang terlibat dalam pelaksanaan pengadaan barang/jasa pemerintah. Instrumen penelitian telah memenuhi uji validitas dan reliabilitas, sedangkan analisis data dilakukan menggunakan regresi linier berganda setelah seluruh asumsi klasik terpenuhi. Hasil penelitian menunjukkan bahwa kompetensi dan komitmen pegawai berpengaruh positif terhadap efektivitas pengadaan barang/jasa secara elektronik. Secara simultan, kedua variabel memberikan kontribusi signifikan terhadap peningkatan efektivitas implementasi Katalog Elektronik Versi 6. Temuan ini menegaskan bahwa peningkatan kompetensi melalui pendidikan, pelatihan, dan sertifikasi pengadaan, yang didukung oleh komitmen organisasi yang tinggi, merupakan faktor strategis dalam mengoptimalkan sistem pengadaan berbasis elektronik. Penelitian ini memberikan kontribusi empiris terhadap pengembangan kajian manajemen sektor publik, khususnya dalam menjelaskan peran kompetensi dan komitmen pegawai sebagai determinan efektivitas pengadaan barang/jasa berbasis digital, sekaligus menjadi dasar bagi pemerintah daerah dalam merumuskan kebijakan pengembangan sumber daya manusia untuk mendukung reformasi birokrasi dan tata kelola pemerintahan yang baik.

Keyword:
Employee Competence, Employee Commitment, Procurement Effectiveness

Abstract

Digital transformation in government procurement of goods and services, through the implementation of Electronic Catalog Version 6, is part of the government's effort to realize transparent, accountable, effective, and efficient procurement. Although success in its implementation depends not only on the readiness of system technology information but also on the quality of human resources, in particular, the competence and commitment of employees involved in the procurement process. Research. This study analyzes the influence of employees' competence and commitment on the effectiveness of goods/services procurement in the Electronics Department of the Payakumbuh City Government through the implementation of Electronic Catalog Version 6. The research uses a quantitative approach and a survey method. Data obtained through the distribution questionnaire to employees involved in the implementation of the procurement of goods/services for the government. The instrument study has met the validity and reliability tests, and data analysis was performed using multiple linear regression after all assumptions were met. Research results show that competent and committed employees positively influence the effectiveness of electronic procurement of goods/services. Simultaneously, both variables contribute significantly to the effectiveness of the Electronic Catalog Version 6 implementation. This finding confirms that increasing competence through education, training, and procurement certification, supported by high organizational commitment, is a strategic factor in optimizing the electronic-based procurement system. This study provides an empirical contribution to the development of public sector management studies, particularly in explaining the role of employee competence and commitment as determinants of the effectiveness of digital-based procurement of goods/services, while also providing a basis for local governments in formulating

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INTRODUCTION

Government Procurement of Goods/Services have role important in implementation development national For improvement service public and development economy national and regional. The next Government Procurement of Goods/Services called Procurement of Goods/Services is activity Procurement of Goods/Services by Ministries/Institutions/ Devices by Regions/ Institutions Others / Government APBN/APBD/APB Village financed the process by since identification need until with hand over accept results work as stated in Regulation President of the Republic of Indonesia Number 46 of 2025 Concerning Change Second to the Regulations President Number 16 of 2018 Concerning Government Procurement of Goods/Services .

Regulation government procurement of goods/services This experience transformation significant since implementation Regulation President Number 54 of 2010 as stated changed several times , last with Regulation President Number 4 of 2015 concerning Change Fourth on Regulation President Number 54 of 2010 concerning Government Procurement of Goods/Services , because in regulations the Still there is lack and not yet accommodate development need Government about arrangement on Good Procurement of Goods/Services . Based on consideration as intended above, then set Regulation President Number 16 of 2018 Concerning Government Procurement of Goods/Services.

For increase use product domestically Government Procurement of Goods/Services, accelerating implementation Government Procurement of Goods/Services for optimization benefits budget shopping government and regulate Procurement of village goods/services, then set Again Regulation President Number 46 of 2025 concerning Change Second on Regulation President Number 16 Government Goods/Services. In the context of give service Easy and transparent government procurement of goods/services government through the Policy Institute Government Procurement of Goods/Services (LKPP) continues develop System Procurement Electronically.

Policy Institute Government Procurement of Goods/Services (LKPP) is a Non-Ministerial Government Institution (LPNK) which is under and responsible to to President of the Republic of Indonesia to carry out development, formulation, and determination policy Government Procurement of Goods/Services. Procurement of Goods/Services in electronics, or known as e- procurement is system developed by the Policy Institute Government Procurement of Goods/Services (LKPP) for carry out the procurement process use technology information and transactions electronics. The goal is For increase efficiency, effectiveness, transparency, and accountability in use state budget, For speed up digital transformation of government procurement of goods/services , System Procurement Electronically continuously developed by the government through the Policy Institute Government Procurement of Goods/Services (LKPP) with official launch system Electronic Catalog (E- catalog) Version 6.0, the platform is the result of collaboration with PT Telkom Indonesia (Persero) Tbk.

Electronic Catalog Version 6, or what is called the “Electronic Catalog”, is a part of the National Procurement Platform ecosystem owned by LKPP and managed together with Telkom which functions as a platform used by Ministries, Ministry-level Institutions, and/or Regional Governments in the implementation of procurement of Goods / Services for funds sourced from the APBN and/or APBD through the *E-Purchasing method.* The latest version of the Electronic Catalog system offers various features to facilitate government procurement transactions. These include easy product search, payment, and ongoing transaction monitoring, as well as integration with the financial system, the Agency-Level Financial Application System (SAKTI), to better monitor and manage transactions. The Agency-Level Financial Application System (SAKTI) is a system used by government agencies (Satker) in managing state finances. This application was developed by the Ministry of Finance to integrate budgeting, implementation, and financial accountability processes within the government. Integrating procurement and payments into a single dashboard will streamline the transaction process and provide significant benefits to all relevant parties.

Not only that, the expansion of product coverage, the provision of more comprehensive data and reports to assist users in decision-making and improved security systems to protect user data and prevent unauthorized access also complement the features of the Electronic Catalog Version 6. The Electronic Catalog Version 6 is part of LKPP's ongoing efforts to improve the Government Procurement System. With various innovative features and enhanced integration, this system is expected to make a significant contribution to supporting national development and improving the quality of public services.

In accordance with the Decree of the Head of the Government Goods/Services Procurement Policy Agency of the Republic of Indonesia Number 294 of 2024 concerning the Implementation of Electronic Catalog Version 6 in all Ministries/Institutions/Regional Governments, Ministries/Institutions/Regional Governments are required to implement Electronic Catalog Version 6 starting January 1, 2025. In line with the

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regulations for accelerating digital transformation with the mandatory use of the Electronic Catalog Version 6 application, the Payakumbuh City Government has implemented the electronic procurement process for Goods/Services through the Electronic Catalog Version 6 starting from the beginning of 2025, however, there are several errors and mistakes made by employees that often occur in implementing the application, such as: a) Forgot username, forgot password and forgot e-mail; b) Error make document preparation, making order, make address shipping, making time request arrive, make time minutes of handover accept goods and make proof cut tax; c) Error choose General Procurement Plan (RUP), select Official Maker Commitment (PPK), choose method payment and selection treasurer; d) Error submission negotiation, submission orders and errors other.

A number of errors and mistakes on factors that influence it is:

a. Limited technical guidance (Bimtek): lack of adequate training or specific technical guidance regarding the use of this application and users often learn manually or autodidactically;
b. Human Resources Readiness: Human resources may not be fully ready or competent in operating this application optimally;
c. Technical difficulties in using the system: Users often experience technical difficulties in using the new features in this application;
d. Suboptimal management/leadership support: Lack of commitment from management in providing the necessary training and fully supporting the transition of this application;
e. Resistance to change: There is reluctance or resistance from existing users to switch from the previous version (version 5) caused by a lack of understanding of the benefits and how the new system works;
f. Limited products or providers in the Electronic Catalog Version 6 application: The lack of a complete number of products or providers in the application can cause users to have difficulty finding the goods/services they need.
g. Lack of commitment to using the account independently: an account controlled by someone else is certainly very risky and can cause various problem .

Of several errors and factors that influence it implementation The Electronic Catalog Version 6 application above is based on observation from researchers from beginning 2025 to be exact start March and based on information that researchers get from employees involved . Based on background behind above, the author interested For do study more carry on about “The Influence Competence and Commitment Employee To Effectiveness of the Electronic Procurement Process for Goods/Services (Electronic Catalog Version 6) in the Payakumbuh City Government.

RESEARCH METHODS

This study employed a quantitative research approach and was conducted at the Payakumbuh City Government from January to June 2026. The population consisted of 242 employees directly involved in the electronic procurement of goods/services through Electronic Catalog Version 6, comprising 160 Commitment Making Officers (PPK) and 82 Procurement Officers (PP). Due to the relatively small population size, the study used a census (saturated sampling) technique, in which all population members were included as respondents. Primary data were collected through a structured questionnaire distributed online using Google Forms, while secondary data were obtained from relevant electronic procurement documentation, particularly the Electronic Catalog Version 6 system developed by the Government Goods/Services Procurement Policy Agency (LKPP). The questionnaire used a five-point Likert scale to measure employee competence, employee commitment, and the effectiveness of electronic procurement.

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS Version 4. The analysis consisted of descriptive analysis, measurement model evaluation (outer model), and structural model evaluation (inner model). The outer model was assessed to examine the validity and reliability of the measurement instruments through outer loading, Average Variance Extracted (AVE), cross-loading, Fornell-Larcker criterion, and Heterotrait-Monotrait Ratio (HTMT). The inner model was evaluated to examine the relationships among the constructs and the predictive ability of the model, including the coefficient of determination (R^2) and hypothesis testing. The SEM-PLS approach was selected because it is appropriate for analyzing relationships among latent variables measured through multiple indicators and for predictive and theory-development-oriented research.

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RESULTS AND DISCUSSION

Characteristics Respondents

Characteristics identity respondents is profile to object research that can give information addition For results study about influence competence and commitment employee to effectiveness of the procurement process for goods/services Electronic Catalog (Electronic Catalog Version 6) at the Payakumbuh City Government Respondents in study This is all over employees in the Payakumbuh City Government who have involvement direct in system Electronic procurement of goods/services (Electronic Catalog Version 6) , namely Official Maker Commitment (PPK) and Officials Procurement (PP) which at the time writer do study has willing For participate in give response and help writer in take data. Based on the Table As shown above, the number of questionnaires distributed to respondents was 242 copies. Of this number, 231 questionnaires were successfully completed. in a way completed by respondents, while 11 questionnaires were not completed. Thus, the level of questionnaire completion by respondents in this study reached 95.45%, while the level of questionnaires that were not completed was 4.55%. All 231 questionnaires were completed completely by respondents, resulting in no questionnaires being discarded or unusable in the data analysis process. Therefore, all returned questionnaires were deemed suitable and met the requirements for further processing using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method through the SmartPLS application. Version 4.

The high questionnaire return rate indicates excellent respondent participation in the study. Furthermore, the amount of data collected and processed met the research analysis requirements, enabling reliable results for model testing and hypothesis testing.

Descriptive Analysis of Research Variables

In this section, we will discuss and explain the descriptive data obtained from respondents. Descriptive data in this research This presented so that it can be seen profile from research data and existing relationships between variables used in research. Descriptive data that describes condition or condition respondents need noticed as addition For understand results study.

Descriptive analysis of research variables aims to provide an overview of respondents' responses to the variables studied, namely Competence (X1), Employee Commitment (X2), and Effectiveness of Electronic Procurement of Goods / Services (Y). The analysis is conducted based on the average value (mean) and Respondent Achievement Level (TCR) obtained from respondents' answers to each research indicator. The mean value indicates the average respondent's response to each statement, while the TCR value is used to measure the respondent's level of achievement of the desired ideal condition. The higher the mean and TCR values, the better the respondent's perception of the measured variable. Based on the results of data processing obtained Mean and TCR values such as table following:

Table 1. Results of Mean Value and TCR Analysis

Variables	Mean Value	TCR Value (%)	Category
Competence Employee (X1)	4,281	85.62	Good
Commitment Employee (X2)	4,137	82.74	Good
Effectiveness of Electronic Procurement of Goods/Services (Y)	4,138	82.76	Good

Source: Processed primary data (2026)

Based on the results of data processing from 231 respondents, the Competence variable (X1) obtained a mean value of 4.281 with a TCR value of 85.62 percent which is in the good category. These results indicate that employees involved in the implementation of electronic procurement of Goods / Services have adequate knowledge, skills, and abilities in carrying out their duties. The high level of competence reflects the ability of employees to understand procurement procedures, operate the E-Catalog Version 6 application, and complete work in accordance with applicable provisions.

The Employee Commitment variable (X2) obtained a mean value of 4.137 with a TCR value of 82.74 percent, which is included in the good category. These results indicate that employees have a high level of loyalty, attachment, and sense of responsibility towards the organization. This good commitment is an important factor in supporting the successful implementation of electronic procurement of goods and services effectively and efficiently.

Furthermore, the variable Effectiveness of Electronic Procurement of Goods / Services (Y) obtained a mean value of 4.138 with a TCR value of 82.76 percent, which is also in the good category. These results indicate that the use of E-Catalog Version 6 has been able to support the implementation of procurement of Goods / Services that is more effective, transparent, accountable, and in accordance with organizational needs.

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Overall, all three research variables are in the good category. This indicates that employee competence and commitment have been able to support the effectiveness of electronic procurement of goods and services through the use of E-Catalog Version 6.

Data analysis

Analysis data in study This use device soft SmartPLS Version. 4, which is Partial Least Squares (PLS) and Structural Equation Modeling (SEM) based methods variance. PLS is techniques used For analyze between connection variables in complex models, while SEM is used For test connection cause and effect between variables involved. The PLS method was chosen Because capable analyze connection between latent variables in simultaneously, both in the measurement model (outer model) and the structural model (inner model). In addition, PLS can used For test validity and reliability construct as well as test connection causal between variables in the research model in a way comprehensive . The following figure is a latent variable model that will be analyzed in this study.

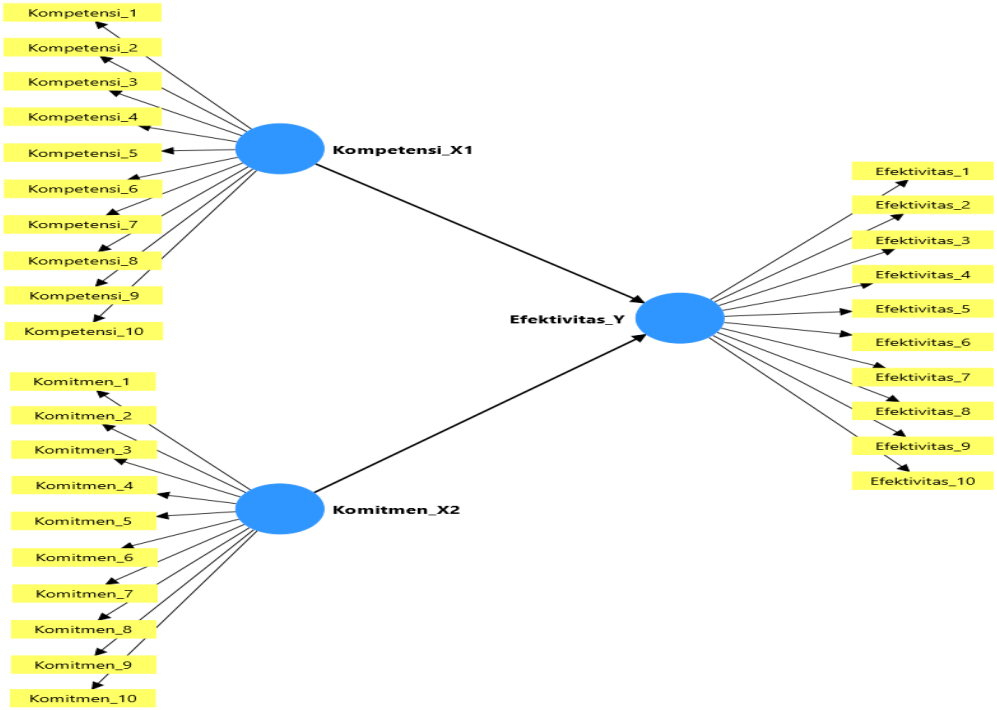

Figure 1. Latent Variable Model Study
Source: SmartPLS Data Processing Results Version.4 (2026)

There are 2 stages carried out in research model testing namely the Outer Model and the Inner Model. The Outer Model focuses on validity and reliability. indicators used For measure latent variables with testing Convergent Validity, Discriminant Validity and Construct Reliability. The Inner Model focuses on the relationship between latent variables and testing strength as well as significance connection the with testing Coefficient Determination (R-Square/R^2), Effect Size (f^2), and Testing Hypothesis (Bootstrapping) .

Outer Model

The Outer Model focuses on the relationship between latent variables and indicators. Testing the Outer Model aims to ensure that the instruments used to measure latent variables have good validity and reliability. There are three type testing main in the Outer Model, namely Convergent Validity, Discriminant Validity, and Construct Reliability.

Convergent Validity

Convergent Validity has two criteria values that can be evaluated, namely use Loading Factor value and Average Variance Extracted (AVE) value.

Loading Factor

Output results estimated outer loading is measured from correlation between score indicators (instruments) of construct (variable). According to Ghozali (2021), a indicator stated valid if own mark loading factor ≥ 0.70. The closer to 1.00, the better the indicator is at explaining the construct it measures. If There is indicators that are not fulfil condition This so must eliminated or thrown away.

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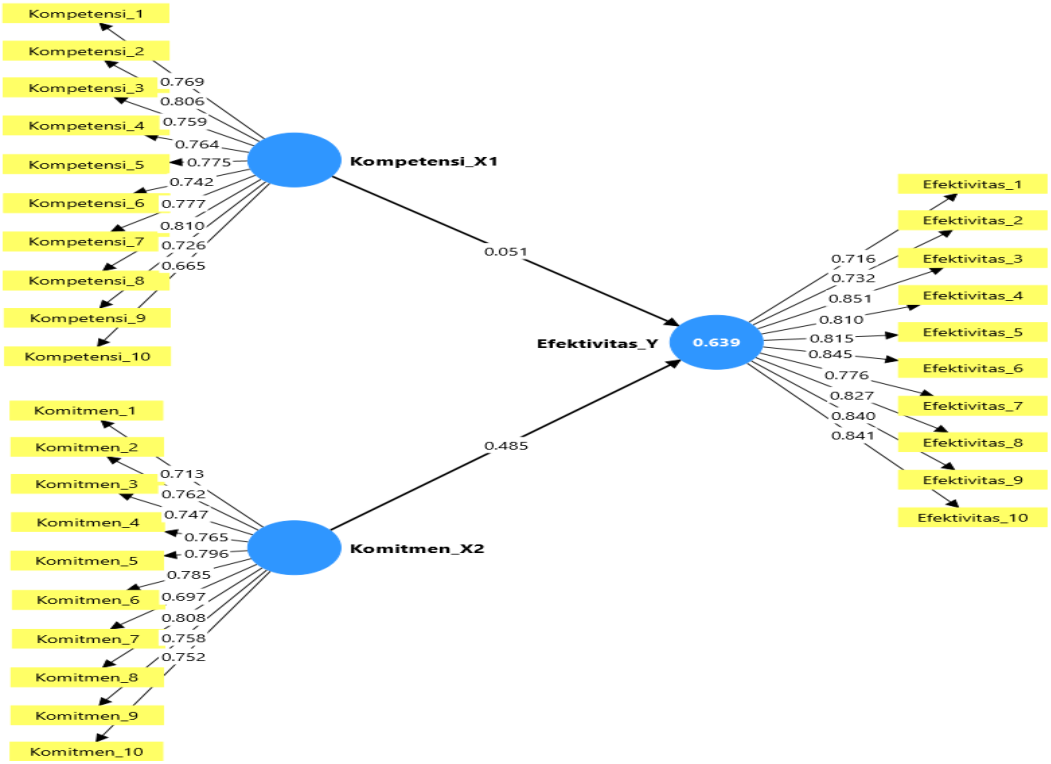

Figure 2. Stage 1 Convergent Validity Patch Diagram
Source: SmartPLS Data Processing Results Version.4 (2026)

Based on results testing convergent validity stage 1 as in the table above, in the variables Competence Employee (X1), almost all over indicator own outer loading value above 0.70. However there is One indicators that have not been fulfil criteria validity, namely Competency_10 with outer loading value of 0.665. Therefore, the Competency_10 indicator is declared invalid and must be eliminated from the measurement model. In the variable Commitment Employees (X2), some big indicators also show the outer loading value is above 0.70. However, there are One indicators that have not been fulfil convergent validity criteria, namely Commitment_7 with outer loading value of 0.697. Because the value the is below the minimum limit of 0.70, then Commitment_7 indicator stated invalid and must be eliminated at the stage testing next.

Furthermore all over indicators on variables Effectiveness Electronic Procurement of Goods/Services (Electronic Catalog Version 6) (Y) own outer loading value above 0.70. The highest outer loading value found in the indicator Effectiveness_3 is 0.851, while mark lowest found in the indicator Effectiveness_1 was 0.716. Thus, all indicators in the effectiveness variable were declared valid and able to represent the construct being measured. Overall, the results of the first stage of the convergent validity test showed that of the total of 30 indicators used in the study, there were 28 valid indicators and 2 invalid indicators , namely Commitment_7 and Competence_10 . Both indicator the furthermore eliminated and carried out testing re - estimate the model for obtain a satisfactory measurement model criteria validity convergent.

The results of the second stage of convergent validity testing show that all indicators in the Employee Competence variable (X1), most of the indicators have met the convergent validity criteria with outer loading values ranging from 0.729 to 0.821. However, there is still one indicator that has an outer loading value below 0.70, namely Competence_9 of 0.694. Therefore, the Competence_9 indicator is declared not to have met the convergent validity criteria and must be eliminated from the research model.

Employee Commitment variable (X2), all indicators have outer loading values between 0.720 and 0.805. All of these values have met the minimum required limit, so all indicators in the employee commitment variable are declared valid and can be used in further analysis. Furthermore all indicators on The effectiveness of electronic procurement of goods / services (Y) has an outer loading value above 0.70, ranging from 0.716 to 0.850. This value indicates that all indicators are able to reflect the effectiveness construct well and are therefore declared valid.

Overall, the results of the second stage of convergent validity testing showed that of the total of 28 indicators tested, there were 27 valid indicators and 1 invalid indicator, namely Competency_9. For this reason , a third stage of testing was required after removing the Competency_9 indicator. so that all indicators in the

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model meet the convergent validity criteria. Based on the results of the second stage of convergent validity testing, the measurement model has improved compared to the first stage. However, there is still one indicator that does not meet the minimum outer loading value of 0.70, namely Competence_9 (0.694) . Therefore, this indicator needs to be removed and retested until all indicators meet the established convergent validity criteria. After eliminating the indicator that does not meet the validity criteria in the second stage, namely Competence_9, retesting is then carried out to obtain a better measurement model.

After eliminating indicators that did not meet the validity criteria in the previous stage, namely Commitment_7, Competence_10, and Competence_9, the measurement model was retested. The test results showed that all indicators had outer loading values above 0.70, thus meeting the convergent validity criteria. In the Employee Competency variable (X1) , the outer loading value ranges from 0.704 to 0.838 . The highest value is found in the Competency_2 indicator (0.838), while the lowest value is found in the Competency_6 indicator (0.704). In the Employee Commitment variable (X2), the outer loading value is in the range of 0.720 to 0.805. The highest value is found in the Commitment_8 indicator (0.805), while the lowest value is found in the Commitment_1 indicator (0.720). Next, there is the variable Effectiveness of Electronic Procurement of Goods / Services (Y), the outer loading value ranges from 0.716 to 0.850, The highest value is found in the Effectiveness_3 indicator (0.850), while the lowest value is found in the Effectiveness_1 indicator (0.716). Based on the results of the third stage of convergent validity testing, all research indicators have an outer loading value > 0.70. so that fulfil criteria validity convergent and measurement models (outer models) have been declared valid and worthy For continued on to testing next.

Average Variance Extracted (AVE)

The AVE test aims to measure the extent of indicator variance that can be explained by a latent construct. According to Ghozali (2021), a construct is said to have good convergent validity if the AVE value is greater than 0.50. This means that more than 50% of the indicator's variation can be explained by the construct being measured. Based on Average Variance Extracted (AVE) testing, obtained results as following:

Table 2. Results (AVE) of Convergent Validity Test

Variables	Average variance extracted (AVE)	Information
Competence_X1	0.623	Valid
Commitment_X2	0.591	Valid
Effectiveness_Y	0.651	Valid

Source : SmartPLS Data Processing Results Version.4 (2026)

Based on results Average Variance Extracted (AVE) testing, variable Competence Employee (X1) gets AVE value of 0.623, variable Commitment Employee (X2) gets AVE value of 0.591, and the variable Effectiveness Electronic Procurement of Goods/Services (Electronic Catalog Version. 6) (Y) obtain AVE value of 0.651. All the AVE value more big from 0.50 to fulfil criteria validity convergent, that means all over construct in study This declared valid and capable explain variance indicators the former with Good.

Discriminant Validity

Discriminant Validity used For measure to what extent a construct truly different from construct others. This means that the indicators on a variables must more strong represent the variables Alone compared to other variables in the model. Discriminant validity testing aims to ensure that each construct has a clear difference from other constructs in the research model. Evaluate discriminant validity in study This carried out through the Cross Loading value, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT).

Cross Loading

Cross Loading is used For test Discriminant Validity, namely with compare loading value of each indicators on the construct being measured with loading value on the construct others. According to Ghozali (2021), a indicator stated fulfills discriminant validity if indicator loading value on the construct Alone more big compared to with loading value on the construct others. Based on results Based on data processing, it is known that all indicators in the Employee Competence (X1), Employee Commitment (X2), and Electronic Procurement of Goods/Services Effectiveness (Y) variables have the highest cross loading values in their respective constructs. The Employee Competence (X1) variable shows the highest loading value with a value range between 0.704 and 0.838. This value is greater than its correlation with the Employee Commitment construct and the Electronic Procurement of Goods/Services Effectiveness. In the Employee Commitment (X2) variable, the loading value ranges from 0.720 to 0.805, which is higher than the loading value in the Employee Competence variable and the Electronic Procurement of Goods/Services Effectiveness variable.

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Furthermore, all indicators in the variable Effectiveness of Electronic Procurement of Goods / Services, the loading values range from 0.716 to 0.850 and are all higher than the loading values in the Competence variable. Employee and Employee Commitment Based on the results of the cross loading test All indicators have the highest loading values on the constructs they measure compared to other constructs. Thus, all indicators in the variables Competence, Employee Commitment, and Effectiveness of Electronic Procurement of Goods / Services has meets the discriminant validity criteria, so that the measurement model is declared valid and can be used for further analysis.

Fornell-Larcker Criterion

The Fornell-Larcker Criterion is methods used For measure to what extent a construct different with construct other in the research model. Testing done with compare mark root the square of the Average Variance Extracted (√AVE) which is on the diagonal of the table with mark correlation between construct. According to Ghozali (2021), discriminant validity is stated Good if mark root Average Variance Extracted (√AVE) squared on each construct more big compared to mark correlation between construct the with construct others. Based on Fornell-Larcker Criterion test, obtained results as following:

Table 3. Fornell-Larcker Criterion

Variables	Competence_X1	Commitment_X2	Effectiveness_Y	Note:
Competence_X1	0.790			Fulfilled
Commitment _X2	0.721	0.769		Not yet Fulfilled
Effectiveness _Y	0.665	0.791	0.807	Fulfilled

Source: SmartPLS Data Processing Results Version.4 (2026)

Based on the results of data processing, the Competency variable Employees (X1) have an √AVE value of 0.790, which is greater than the correlation with Employee Commitment. (0.721) and Effectiveness Electronic Procurement of Goods/Services (0.665). Similarly, the Effectiveness variable Electronic Procurement of Goods/Services (Y) has an √AVE value of 0.807, which is greater than its correlation with Competence Employees (0.665) and Commitment Employees (0.791). Thus, both constructs meet the Fornell-Larcker criteria.

However, in the Employee Commitment variable (X2) obtained an √AVE value of 0.769, while the correlation with the variable Effectiveness Electronic Procurement of Goods/Services is 0.791. This condition indicates that the Fornell-Larcker criteria have not been fully met for the Commitment construct because the √AVE value is smaller than the correlation between constructs. However, the evaluation of discriminant validity in the PLS-SEM approach is not only based on the Fornell-Larcker Criterion, but is also supported by the results of Cross Loading and Heterotrait-Monotrait Ratio (HTMT). In this study, all indicators have the highest Cross Loading values in their respective constructs and all HTMT values are below 0.90 (0.715; 0.782; and 0.843). Therefore, overall the discriminant validity of the model is still acceptable, although there is one pair of constructs that does not fully meet the Fornell-Larcker criteria. Therefore, the measurement model (outer model) in this study is declared valid and suitable to be continued to the next testing stage.

Heterotrait-Monotrait Ratio (HTMT)

Discriminant validity testing with method Heterotrait-Monotrait Ratio (HTMT) is used For measure level difference between construct in the research model and is considered as one of the more methods sensitive in evaluate validity discriminant. According to Henseler, Ringle, and Sarstedt (2015), a construct stated fulfil discriminant validity if more HTML value small from 0.90. The more small HTMT value, the more Good ability construct For differentiate himself with construct others. Based on testing Heterotrait-Monotrait Ratio (HTMT), obtained results as following:

Table 4. Heterotrait-Monotrait Ratio *(HTMT)*

Variables	Effectiveness_Y	Commitment_X1	Competence_X2
Competence_X1	0.715	0.782	
Commitment_X2	0.843		
Effectiveness_Y			

Source: SmartPLS Data Processing Results Version.4 (2026)

Based on the results of data processing, the HTMT value obtained was between Employee Competence and Effectiveness of Electronic Procurement of Goods/Services (Electronic Catalog Version 6) is 0.715, between Employee Commitment and Effectiveness of Electronic Procurement of Goods / Services (Electronic

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Catalog Version 6) is 0.843, and between Employee Competence and Employee Commitment is 0.782. All HTMT values obtained were below the maximum limit of 0.90. These results indicate that each construct has a good level of discrimination and is able to differentiate itself from other constructs in the research model. Therefore, the variables Employee Competence, Employee Commitment, and Electronic Procurement Effectiveness of Goods / Services do not experience discriminant validity issues.

Construct Reliability

Construct reliability testing was conducted to determine the level of internal consistency of the indicators in measuring the research constructs. This testing was conducted by examining the Cronbach's Alpha and Composite Reliability values generated through data processing using SmartPLS. According to Ghozali (2021), a construct is declared reliable if it has a Cronbach's Alpha and Composite Reliability value greater than 0.70. This value shows that the indicators used in the study have a high level of consistency in measuring the variables studied.

Cronbach's Alpha

Cronbach's Alpha is indicator important in test reliability variables. High Cronbach's Alpha value show that construct / variable the measured with good and consistent For validity measurement. On the other hand, the Cronbach's Alpha value is low, this indicates that indicators / statements used No Enough reliable and necessary repaired or replaced. A construct stated reliable if own mark Cronbach's Alpha > 0.70. Based on testing Cronbach's Alpha**,** obtained results as following:

Table 5. Cronbach's Alpha value

Variables	Cronbach's alpha	Information
Competence_X1	0.913	Reliable
Commitment_X2	0.914	Reliable
Effectiveness_Y	0.940	Reliable

Source: SmartPLS Data Processing Results Version.4 (2026)

Based on the test results, the Employee Competence variable (X1) obtained a Cronbach's Alpha value of 0.913. The Employee Commitment variable (X2) obtained a Cronbach's Alpha value of 0.914. Then The variable of Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) (Y) obtained a Cronbach's Alpha value of 0.940. All Cronbach's Alpha values are above the minimum required limit of 0.70. In fact, all variables have values above 0.90, which indicates a very high level of reliability. This indicates that the indicators used in the study have good consistency in measuring the construct being studied. so that It can be concluded that the variables Employee Competence, Employee Commitment, and Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) have met the construct reliability criteria based on Cronbach's Alpha. Therefore, the research instrument is declared reliable and suitable for use for further analysis.

Composite Reliability (CR)

Composite Reliability is used to measure the level of internal consistency of indicators in explaining the construct being studied . construct stated reliable if own mark Composite Reliability > 0.70. Based on testing Composite Reliability, obtained results as following:

Table 6. Composite Reliability Values

Variables	Composite reliability (rho_c)	Information
Competence_X1	0.930	Reliable
Commitment_X2	0.929	Reliable
Effectiveness_Y	0.949	Reliable

Source: SmartPLS Data Processing Results Version.4 (2026)

Based on the results of data processing, the Employee Competence variable (X1) has a Composite Reliability value of 0.930. The Employee Commitment variable (X2) has a Composite Reliability value of 0.929 whereas The variable Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) (Y) has a Composite Reliability value of 0.949. All Composite Reliability values were above the minimum required limit of 0.70. In fact, all variables had values above 0.90, indicating a very high level of reliability. This indicates that the indicators used in the study have excellent internal consistency in measuring the constructs of Employee Competence, Employee Commitment, and the Effectiveness of Electronic

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Procurement of Goods / Services. so that It can be concluded that all constructs in this study have met the reliability criteria based on Composite Reliability.

Inner Model

Inner Model Evaluation (Structural Model) aims to determine the model's ability to explain the relationships between the latent variables studied. Inner model testing in this study was conducted through analysis of the Determination Coefficient (R-Square/R^2), Effect Size (f^2), and Hypothesis Testing (bootstrapping).

Coefficient of Determination (R-Square/R^2)

The coefficient of determination (R-Square/R^2) is used to measure the ability of exogenous variables to explain endogenous variables in the research model. The higher the R-Square value, the greater the ability of the independent variable to explain the dependent variable . R-square in PLS-SEM measures how well the latent independent variables in the model can explain the variability of the latent dependent variable. According to Hair et al. (2022), an R-Square value of 0.75 is categorized as strong (substantial), 0.50 is categorized as moderate , and 0.25 is categorized as weak . The ^{R2} value indicates the overall predictive power of the model. The R2 value ^{ranges} from 0 to 1, where a higher value indicates a better model in explaining variance. Based on testing R-square (R^2), obtained results as following:

Table 7. Results of the R-square (R^2) Test

Variables	R-square	R-square adjusted
Effectiveness_Y	0.644	0.641

Source : SmartPLS Data Processing Results Version.4 (2026)

Based on the results of the analysis The R-Square (R^2) value for the variable Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) was 0.644. This value indicates that the Employee Competence (X1) and Employee Commitment (X2) variables are able to explain the variable Effectiveness of Electronic Procurement of Goods / Services. (Y) of 64.4%. Meanwhile, the remaining 35.6% is explained by other factors outside the research model that were not examined in this study. Referring to the R-Square value criteria in PLS-SEM, the value of 0.644 is included in the moderate to substantial category, so it can be concluded that the structural model built has a fairly good ability to explain variations in the effectiveness of electronic procurement of Goods / Services through E-Catalog Version 6 in the Payakumbu City Government.

Effect Size (f^2)

Effect Size (f^2) analysis is used to evaluate impact specific variables independent to prediction variables dependent. According to Hair et al. (2022), a value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect. Measurement This done with see change R^2 value after variables independent certain removed from the model. The F2 ^{value} is interpreted as small If not enough from 0.02, moderate If between 0.02 to with 0.15, and large If more from 0.35. With calculate F2, researcher can identify variables which independent has the biggest influence to variables dependent in the model, so that give outlook more in about dynamics connection between latent variables. Based on the effect size test (f^2) , the results obtained are as follows following;

Table 8. Effect Size Test Results (f^2)

Variables	Effectiveness_Y	Competence_X1	Commitment_X2
Competence_X1	0.052		
Commitment_X2	0.569		
Effectiveness_Y			

Source: SmartPLS Data Processing Results Version.4 (2026)

Based on the analysis results, the Employee Competence variable (X1) has an f^2 value of 0.052 on the Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) (Y). This value is between 0.02 and 0.15 so it is included in the small effect category. This shows that employee competence still contributes to the effectiveness of electronic procurement of Goods / Services, but its influence is relatively smaller compared to employee commitment. Meanwhile, the Employee Commitment variable (X2) has an f^2 value of 0.569 on the Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) (Y) . This value is above 0.35 so it is included in the large effect category. This shows that employee commitment provides a strong contribution in increasing the effectiveness of electronic procurement of Goods/

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Services through E-Catalog Version 6. In other words, the higher the employee commitment to the organization and the implementation of their duties, the higher the effectiveness of the implementation of electronic procurement of Goods / Services.

Meanwhile, overall, the results of the effect size test ($f2^{)}$ show that Employee Commitment is the most dominant variable in influencing the Effectiveness of Procurement of Goods / Services. Electronically in the Payakumbuh City Government, while Employee Competence provides a smaller but still relevant contribution in supporting the effectiveness of the implementation of electronic procurement of Goods/Services through E-Catalog Version 6.

Testing Hypothesis (Bootstrapping)

Bootstrapping Method is testing that aims to determine the significance of the influence between variables in the research model.

According to Ghozali (2021) and Hair et al. (2022), the basis for decision making in hypothesis testing is when A hypothesis is declared accepted if it has a T-Statistics value > 1.96 and P-Values < 0.05, while the direction of influence is determined by a positive or negative sign on the path coefficient value (Original Sample). Based on Bootstrapping testing, the following results were obtained:

Table 9. Test Results Bootstrapping

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Note:
Competence_X1 -> Effectiveness_Y	0.197	0.195	0.062	3,180	0.001	Proven
Commitment_X2 -> Effectiveness_Y	0.649	0.653	0.054	12,043	0.000	Proven

Based on the results of hypothesis testing, it was found that: 1) Employee Competency Variable *has a* positive and significant influence on Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6) . This is indicated by the path coefficient value of 0.197, which indicates that employee competence has a unidirectional relationship with effectiveness. This means that the higher the employee competence, the greater the effectiveness of electronic procurement of Goods / Services. The results of the significance test show a T Statistics value of 3.180, which is greater than the critical value of 1.96, and a P Value of 0.001, which is smaller than the significance level of 0.05. Thus, the hypothesis stating that Employee Competence has a positive and significant effect on the Effectiveness of Electronic Procurement of Goods /Services (Electronic Catalog Version 6) can be accepted; 2) The Employee Commitment variable has a positive and significant effect on the Effectiveness of Electronic Procurement of Goods / Services (Electronic Catalog Version 6). This is indicated by the path coefficient value of 0.649, which means that every increase in employee commitment will increase the effectiveness of electronic procurement of Goods / Services by 64.9%. The positive direction of the relationship indicates that the higher the employee commitment, the higher the level of effectiveness of the implementation of electronic procurement of Goods / Services. In addition, the results of the significance test show a T Statistics value of 12.043, which is greater than the critical value of 1.96, as well as a P Value of 0.000, which is smaller than the significance level of 0.05 . Thus, the hypothesis stating that Employee Commitment has a positive and significant effect on the Effectiveness of Goods / Services Procurement in General is true. Electronic (Electronic Catalog Version. 6) is acceptable.

Discussion

This study aims to analyze the influence of employee competence and commitment on the effectiveness of electronic procurement of goods/services through E-Catalog Version 6 in the Payakumbuh City Government. Based on the analysis results, they will be discussed one by one in the discussion below.

The Influence of Employee Competence on the Effectiveness of Electronic Procurement of Goods/Services (Electronic Catalog Version 6)

The results of the hypothesis testing indicate that employee competence has a positive and significant effect on the effectiveness of electronic procurement of goods / services. This is evidenced by the path coefficient value of 0.197, the T-statistic value of 3.180 (> 1.96), and the P-value of 0.001 (< 0.05). Thus, the first hypothesis stating that employee competence has an effect on the effectiveness of electronic procurement of goods / services can be accepted.

The results of this study indicate that the higher the level of employee competence, the higher the effectiveness of the implementation of electronic procurement of goods / services. Although significant, the

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magnitude of the influence of employee competence on effectiveness is relatively smaller compared to employee commitment. This is evident from the path coefficient value of 0.197 and the effect size (f^2) value of 0.052, which is categorized as small. This condition indicates that employee competence is an important supporting factor, but the effectiveness of electronic procurement of goods /services is not only determined by employee competence, but is also influenced by employee commitment. employees and f actors - other factors.

The Influence of Employee Commitment on the Effectiveness of Electronic Procurement of Goods/Services (Electronic Catalog Version 6)

The results of the hypothesis testing indicate that employee commitment has a positive and significant effect on the effectiveness of electronic procurement of goods/services. This is evidenced by the path coefficient value of 0.649, the T-statistic value of 12.043 (> 1.96), and the P-value of 0.000 (< 0.05). Thus, the second hypothesis stating that employee commitment influences the effectiveness of electronic procurement of goods/services can be accepted.

The results of this study indicate that employees who have a high commitment to the organization and their work tend to be able to carry out procurement tasks for goods/services more effectively. High commitment is reflected in the willingness of employees to be responsible, comply with regulations, maintain integrity, and strive to achieve organizational goals. In the implementation of electronic procurement of goods /services, employee commitment is an important factor because the electronic system requires discipline, accuracy, and sincerity in carrying out each stage of the procurement process. The significant influence of employee commitment is evident from the effect size (f^2) value of 0.569, which is considered large. This result indicates that employee commitment is the most dominant factor in increasing the effectiveness of electronic procurement of goods and services in the Payakumbuh City Government.

The Influence of Employee Competence and Commitment on the Effectiveness of Electronic Procurement of Goods/Services (Electronic Catalog Version 6)

The results of the structural model test show that the R-Square value is 0.644. This value indicates that employee competence and employee commitment together are able to explain the effectiveness of electronic procurement of goods /services by 64.4 percent, while the remaining 35.6 percent is explained by other factors not examined in this study.

The R-Square value indicates that the research model has a good ability to explain the effectiveness variable. These results indicate that employee competence and commitment are very important factors in supporting the successful implementation of electronic procurement of goods / services, Therefore, increasing the effectiveness of electronic procurement of goods /services needs to be done through continuous development of employee competence and strengthening employee commitment to the organization.

CLOSING

Based on results research and discussion that has been done about influence competence and commitment employee to effectiveness procurement of goods /services electronics (Catalog electronic Version 6) in the Payakumbuh City Government, can withdrawn conclusion as following: 1) The first research results show partially variable Competence Employee influential positive and significant to effectiveness of the procurement process for goods/services electronics (Catalog Electronic Version 6) in Payakumbuh City Government; 2) The results of the second study show partially variable Commitment Employee influential positive and significant to effectiveness procurement process of goods/services Electronic (Electronic Catalog Version 6) in the Payakumbuh City Government; 3) Based on Hypothesis third about influence in a way simultaneous or together between Competence Employees and Commitment Employee influential positive and significant to effectiveness of the procurement process for goods/services Electronic (Electronic Catalog Version 6) in the Payakumbuh City Government; 4) Commitment employee is variables that have the most dominant influence to effectiveness procurement of goods /services electronic (Electronic Catalog Version 6) in Payakumbuh City Government; 5) The results of the model testing show that all over indicator study has fulfil criteria validity and reliability. In addition, the research model also has level good fit so that worthy used For explain connection between competence employees, commitment employees, and effectiveness procurement of goods /services electronic (Electronic Catalog Version 6) in Payakumbuh City Government.

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