

**THE EFFECT OF COMPETENCY AND MOTIVATION ON THE EFFECTIVENESS OF  
GOODS SERVICES PROCUREMENT WITH THE IMPLEMENTATION OF THE  
BOARD OF DIRECTORS REGULATION OF PT PLN (Persero) NUMBER 0018.P/DIR/2023  
AS AN INTERVENING VARIABLE FOR EMPLOYEES OF PT PLN (Persero) UID  
NORTH SUMATERA**

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**ARTICLE INFO**

**Article History**

Submission : 08/08/2026

Received : 08/08/2026

Revised : 15/05/2026

Accepted : 20/08/2026

**Keywords**

Competence<sup>1</sup>

Motivation<sup>2</sup>

Effectiveness of

Procurement of

Goods/Services<sup>3</sup>

Direntors Regulation no.

0018.P/DIR/2023<sup>4</sup>

**ABSTRACT**

This study aims to examine how Competence and Motivation influence the Effectiveness of Goods/Services Procurement, with the Implimentation of The Board of Direntors Regulation no. 0018.P/DIR/2023 as an intermediary factor among employees at the UID Office of PT PLN (Persero) North Sumatra. A total of 120 employees were selected through purposive sampling. Data analysis used Partial Least Squares (PLS) to evaluate the validity, reliability, and direct and indirect impacts between variables. The results showed that Competence and Motivation have a positive and significant effect on the Effectiveness of Goods/Services Procurement, both directly and indirectly through Direntors Regulation no. 0018.P/DIR/2023 implementation Direntors Regulation no. 0018.P/DIR/2023 implementation has been confirmed as a mediating factor that improves the relationship between Competence, Motivation, and Procurement Effectiveness. These results highlight the importance of improving competence, motivation, and the use of the E-Procurement system to improve procurement performance at PT PLN (Persero).

**Introduction**

In today's world of digitalization and intense global competition, companies must adapt various elements of their operations, particularly in the procurement of goods and services. Successful procurement management plays a crucial role in improving company performance, especially for state-owned enterprises like PT PLN (Persero), which has the crucial responsibility of providing electricity to the public. As an organization overseeing numerous major projects and operational tasks, PT PLN (Persero) faces complex procurement needs for a wide range of goods and services. These procurements include electricity supplies, auxiliary equipment, as well as consulting and construction services, all of which require speed, clarity, and accountability in their implementation. To address these challenges, PLN is committed to improving its procurement framework through the implementation of Direntors Regulation no. 0018.P/DIR/2023.

This framework allows all steps, from planning and supplier selection to evaluation, to be conducted online while ensuring complete documentation. This arrangement reduces the possibility of irregularities, collusion, or delays. Furthermore, Direntors Regulation no. 0018.P/DIR/2023 reinforces strong corporate governance principles, which are essential for contemporary corporate management. However, the success of Direntors Regulation no. 0018.P/DIR/2023 implementation depends not only on the quality of the technology but also on the skills and enthusiasm of the employees, the key operators in the procurement process. Competent employees are more likely to understand procedures, utilize system features efficiently, and adapt to ongoing technological changes. These skills include technical expertise, analytical skills, and an understanding of relevant procurement regulations. In addition to competence, work motivation is a crucial element influencing employee effectiveness in managing the procurement process. Highly motivated employees tend to demonstrate a strong work ethic, accountability, and dedication to achieving procurement objectives on time and with high quality. Conversely, low motivation can result in reduced initiative, neglect of administrative tasks, and potential poor decision-making.

In the case of PT PLN (Persero) North Sumatera Main Distribution Unit (UID), an Direntors Regulation no. 0018.P/DIR/2023 system was initiated as part of the company's digital transformation. However, various challenges remain in practice, such as slow procurement processes, a lack of digital literacy among some staff, and suboptimal overall system utilization. This scenario indicates that Direntors Regulation no. 0018.P/DIR/2023 implementation has not achieved the expected effectiveness.

Therefore, examining the impact of employee competency and motivation on the success of goods/services procurement, using e-Procurement implementation as a mediating factor, is crucial. This study aims to offer theoretical and practical insights, contribute to the field of human resource management, and improve the procurement framework at PT PLN (Persero) UID North Sumatera. These findings are also expected to assist management in developing strategies that enhance competency and motivation while optimizing digital systems to promote transparent, efficient, and sustainable procurement effectiveness.

### **Formulation of the problem**

1. Does employee Competence have a positive and significant effect on the Effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra?
2. Does employee Motivation have a positive and significant effect on the Effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra?
3. Does employee Competence have a positive and significant effect on the Implementation of Direntors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra?
4. Does employee Motivation have a positive and significant effect on the Implementation of Direntors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra?
5. Does the Implementation of Direntors Regulation no. 0018.P/DIR/2023 have a positive and significant effect on the Effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra?

6. Does employee Competence have a positive and significant effect on the Effectiveness of goods/services procurement through the Implementation of Dientors Regulation no. 0018.P/DIR/2023at PT PLN (Persero) UID North Sumatra?
7. Does employee Motivation have a positive and significant effect on the Effectiveness of goods/services procurement through the Implementation of Dientors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra?

### Research objectives

1. To test and analyze the influence of employee Competence on the Effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra.
2. To test and analyze the influence of employee Motivation on the Effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra.
3. To test and analyze the influence of employee Competence on the Implementation of Dientors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.
4. To test and analyze the influence of employee Motivation on the Implementation of Dientors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.
5. To test and analyze the influence of the Implementation of Dientors Regulation no. 0018.P/DIR/2023 on the Effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra.
6. To test and analyze the influence of employee Competence on the Effectiveness of goods/services procurement through the Implementation of Dientors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.
7. To test and analyze the influence of employee Motivation on the Effectiveness of goods/services procurement through the Implementation of Dientors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.

### Benefits of research

This study is expected to provide theoretical and practical benefits, as described below:

1. Theoretical Benefits
  - a. Increase knowledge in human resource management, especially related to competence, motivation, and procurement efficiency.
  - b. Increase understanding of the function of e-Procurement as an intermediary factor in increasing the efficiency of procurement of goods/services.
  - c. Act as a reference point for future studies exploring the relationship between competencies, motivation, digital technology, and organizational performance.
2. Practical Benefits
  - a. Providing insight to the management of PT PLN (Persero) UID North Sumatra to improve employee competence and motivation to increase the efficiency of goods/services procurement.
  - b. Provides a foundation for optimizing e-Procurement practices, thereby making the procurement process more effective, transparent, and accountable.
  - c. Assist staff in recognizing the importance of work skills and motivation, as well as how to utilize e-procurement systems to improve procurement outcomes.
  - d. Act as an assessment resource for stakeholders involved in developing human resource growth strategies and advancing digital procurement systems.

## **Effectiveness of Goods/Services Procurement**

According to the OECD (2021), effectiveness in goods/services procurement refers to the level of achievement of procurement objectives by optimally utilizing available resources. In the context of budget management, effectiveness is measured through the ability to produce outputs in accordance with the initial plan. According to the Presidential Regulation on Government Goods and Services Procurement No. 16/2018. This study shows that the application of the principle of effectiveness in goods and services procurement can improve the quality of public services and accountability.

## **Indicators of Goods/Services Procurement Effectiveness**

According to the OECD (2021), indicators of Goods/Services Procurement Effectiveness:

1. Achievement of Procurement Objectives
2. Suitability of Goods/Services with Needs
3. Efficiency of Resource Use
4. Transparency of Procurement Process
5. Accountability of Procurement
6. Level of User/Stakeholder Satisfaction

## **Factors affecting the Effectiveness of Goods/Services Procurement**

According to the OECD (2021), factors that influence the effectiveness of goods/services procurement through e-procurement include:

1. Openness in bidding and accessibility, e-procurement leads to greater transparency and encourages supplier engagement.
2. Digital system integration, effectiveness is increased when the system comprehensively covers the entire procurement process, from planning to contracting.
3. Performance evaluation, it is essential to systematically assess the effectiveness and results of procurement.
4. Human resource capacity, the effectiveness of e-procurement depends on the skills and professionalism of the procurement team.
5. Governance and system stability, stable regulations and reliable systems help achieve effectiveness.
6. Leveraging modern technology, the use of tools such as electronic auctions, online catalogs and data analysis helps increase efficiency.

## **Employee Competence**

According to Kaswan (2017), employee performance reflects employee behavior in the workplace as the application of skills, abilities, and knowledge, which contribute or add value to organizational goals. According to Rachmaniza (2020), competence is the underlying characteristic of a person related to the effectiveness of individual performance in their work.

## **Indicators of Employee Competence**

According to Kaswan (2017), indicators of employee competence can be detailed as follows:

1. Knowledge:
2. Skills:
3. Attitude and Behavior:

### **Motivation**

According to Hafidzi (2019), motivation is "the provision of a driving force that creates a person's enthusiasm for work so that they are able to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction." According to Sudaryo et al. (2018), work motivation is "how to mobilize power and potential so that they are willing to work together productively to successfully achieve organizational goals.

### **Indicators of the Definition of Motivation**

1. Responsibility
2. Work Achievement
3. Opportunities for Advancement
4. Recognition of Performance
5. Challenging Work

### **Implementation of Board of Directors Regulations Number 0018.P/DIR/2023**

An internal regulation issued by the Board of Directors of PT PLN (Persero) in 2023 to regulate the procedures, mechanisms, and operational standards for procurement of goods/services .

The main contents of this Board of Directors Regulation (in general):

- a. Establish guidelines for goods/services procurement governance to ensure greater transparency, efficiency, and accountability.
- b. Regulate the process flow, from planning and supplier selection to evaluation and contracting.
- c. Emphasize compliance with procedures, documentation, and the use of PLN's digital procurement system.
- d. Regulate the division of authority, unit responsibilities, and procurement evaluation standards.
- e. Serve as a mandatory reference for all employees involved in the goods/services procurement process.

### **Indicators of PT PLN (Persero) Board of Directors Regulation Number 0018.P/DIR/2023 ,are :**

1. Compliance with procedures
2. Understanding process flow
3. Documentation & transparency
4. Use of PLN's e-procurement system
5. Timeliness of processes
6. Compliance with authority limits
7. Consistency of quality standards
8. Compliance with procurement ethics & integrity

### Conceptual Framework

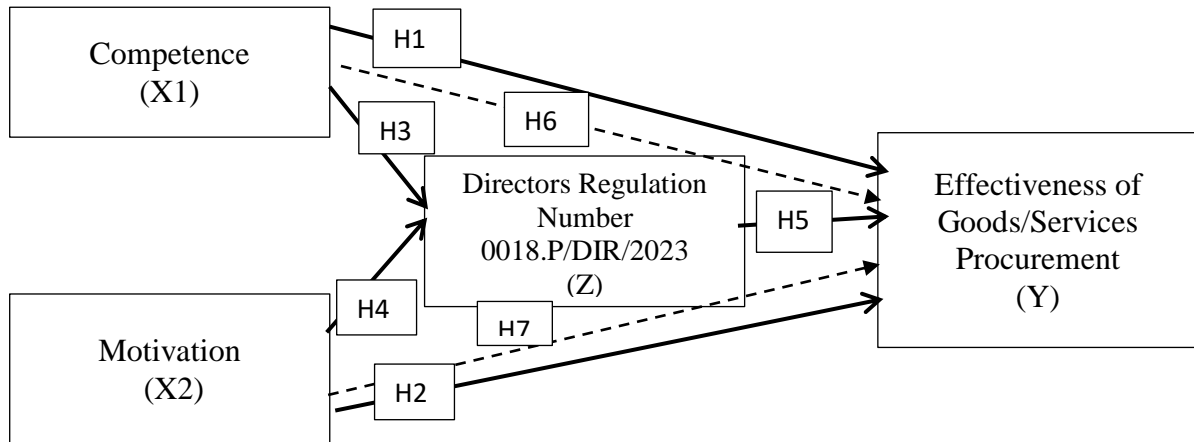


Figure I :Conceptual Framework

### Research Hypothesis

After creating a theoretical framework, the hypotheses for this study are as follows:

1. Employee skills have a positive and significant influence on the effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra.
2. Employee motivation has a positive and significant impact on the effectiveness of goods/services procurement at PT PLN (Persero) UID North Sumatra.
3. Employee skills have a positive and significant influence on the implementation of Implementation of Direntors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.
4. Employee motivation has a positive and significant influence on the implementation of Implementation of Direntors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.
5. The implementation of Implementation of Direntors Regulation no. 0018.P/DIR/2023 has a positive and significant impact on the effectiveness of procurement of goods/services at PT PLN (Persero) UID North Sumatra.
6. Employee competence has a positive and significant influence on the success of procurement of goods/services through Implementation of Direntors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.
7. Employee motivation has a positive and significant impact on the effectiveness of procurement of goods/services through Implementation of Direntors Regulation no. 0018.P/DIR/2023 at PT PLN (Persero) UID North Sumatra.

### Research Methodology

#### Research Type

This research uses a quantitative method with an associative framework. Quantitative research allows the collection of numerical data that can be statistically evaluated to analyze the relationships between variables. As stated by Sugiyono (2018), quantitative research is a deductive reasoning method, emphasizing hypothesis testing through numerical data and statistical methods.

### Research Time and Place

The research was conducted from November to December 2025, at the PLN UID North Sumatra Office, located at Jl. KL. Yos Sudarso No.284, Glugur Kota, Medan Barat District, Medan City, North Sumatra 20238. The selection of this location was based on the relevance of the research object to the research objectives, which is to determine the factors that influence employee performance.

### Population and Sample

The population of this study were all employees of PLN UID North Sumatra, totaling 120 people. The study used a saturated sample, so the entire population was used as a sample. Thus, the number of respondents is 120 people. According to Nazir (2017), a saturated sample is used when the population size is relatively small and allows all population members to be used as a sample.

### Data collection technique

Data is collected through:

- d. Questionnaires, which are used to collect primary data directly from participants. The questionnaires are formulated based on research variable indicators.
- e. Secondary data, sourced from internal documents of PLN UID North Sumatra, official reports, archives, and related literature. Sekaran & Bougie (2016) argue that integrating primary and secondary data can increase the validity and reliability of research.

### Definition of Operational Variables

Each research variable is operationally defined based on a theoretical framework and expert insights to facilitate objective measurement. These definitions also serve as the basis for creating the questionnaire indicators:

**Table 1. Definition of Operational Variables**

Variables	Definition	Indicator
Effectiveness Procurement Goods / Services  (Y)	According to the OECD (2021), effectiveness in procurement of goods/services refers to the degree to which procurement objectives are achieved by optimally utilizing available resources. In the context of budget management, effectiveness is measured by the ability to produce outputs that align with initial planning.	1. Procurement Objective Achievement 2. Suitability of Goods/Services to Needs 3. Efficient Use of Resources 4. Transparency of Procurement Process 5. Procurement Accountability 6. User/Stakeholder Satisfaction Level (OECD (2021))

<p>Competence (X1)</p>	<p>Kaswan (2017) stated that employee performance reflects employee behavior in the workplace as the application of skills, abilities, and knowledge, which provides a contribution or value to organizational goals.</p>	<p>1.Knowledge: 2.Skills: 3.Attitude and Behavior: Kaswan (2017)</p>
<p>Motivation (X2)</p>	<p>Hafidzi (2019) stated that motivation is "providing a driving force that creates a person's enthusiasm for work so that they are able to cooperate, work effectively, and with integrity with all their efforts to achieve satisfaction.</p>	<p>1.Responsibility 2.Work Achievement 3.Opportunities for Advancement 4.Recognition of Performance Hafidzi (2019)</p>
<p>Directors Regulations Number 0018.P/DIR/2023 (Z)</p>	<p>An internal regulation issued by the Board of Directors of PT PLN (Persero) in 2023 to regulate the procedures, mechanisms, and operational standards for procurement of goods/services .</p>	<p>1.Compliance with procedures 2.Understanding process flow 3.Documentation &amp; transparency 4.Use of PLN's e-procurement system 5. Timeliness of processes 6. Compliance with authority limits 7.Consistency of quality standards 8.Compliance with procurement ethics &amp; integrity</p>

## Data Analysis Techniques

Data assessment in this study used Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3 software. PLS-SEM was chosen because it effectively analyzes complex relationships between latent variables and their indicators, works well on small sample sizes and non-normally distributed data (Hair et al., 2019; Chin, 2010). The analysis was carried out through several phases: assessing the outer model, the inner model, and validating the significance of the paths through bootstrapping.

## Conceptual Model

In the initial stage, the conceptual model was built based on theory and research hypotheses. The latent variables and their indicators were identified, then depicted in a path diagram.

- a. Independent, dependent, and intervening latent variables were determined according to the hypothesis formulation.
- b. The model used can be reflective (indicators reflect the variable) or formative (indicators form the variable).

## Evaluation of the Outer Model (Measurement Model)

The outer model assesses the **validity and reliability** of the indicators that measure each latent variable. The evaluation stages include:

- a. Convergent Validity
- b. Composite Reliability
- c. Cronbach's Alpha

According to Hair et al. (2019), assessing external models is crucial to ensure that indicators effectively measure the intended construct, thereby ensuring high model validity and reliability.

## Evaluation of the Inner Model (Structural Model)

The inner model assesses the relationships between latent variables, namely the strength and direction of the influence of independent variables on dependent or intervening variables. The stages of inner model analysis include:

- a.  $R^2$  (Coefficient of Determination):
- b. Path Coefficients
- c. Effect Size ( $f^2$ )
- d. Predictive Relevance ( $Q^2$ )

According to Henseler et al. (2019), the inner model is used to test research hypotheses and assess the strength of relationships between constructs, thereby confirming the developed theory.

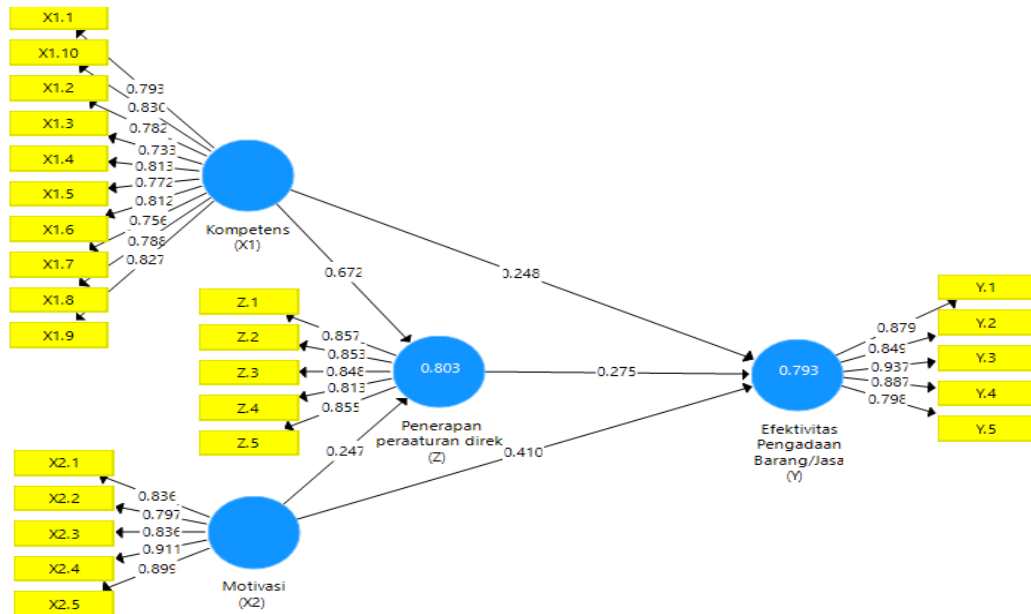
## Results and Discussion

### External Model Analysis

External models are used to explore specific relationships between latent variables and observed variables. This assessment involves evaluating convergent validity, discriminant validity, and reliability.

**Convergent Validity**

This evaluation examines the factor loadings, which should have a threshold of 0.7, as well as the Average Variance Extracted (AVE), which should be at least 0.5. Values exceeding this threshold are considered valid. This indicates that an indicator will be recognized as valid if it adequately explains the construct variable with a value greater than 0.7. The structural model for this study is illustrated in the figure below:



**Figure 2. Outer Model**

Source : SmartPLS 3.3.3

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.672 + 0.247 + e1$$

For substructure 2

$$Y = b2X1 + b3X2 + b4Z + e2$$

$$Y = 0.248 + 0.410 + 0.275 + e2$$

**Table 2. Outer Loadings**

	Effectiveness of Procurement of Goods/Services _(Y)	Competence _(X1)	Motivation (X2)	Directors Regulations Number 0018.P/DIR/2023 _(Z)
X1.1		0.793		
X1.10		0.830		
X1.2		0.782		
X1.3		0.733		
X1.4		0.813		
X1.5		0.772		
X1.6		0.812		
X1.7		0.756		
X1.8		0.788		
X1.9		0.827		
X2.1			0.836	
X2.2			0.797	
X2.3			0.836	
X2.4			0.911	
X2.5			0.899	
Y.1	0.879			
Y.2	0.849			
Y.3	0.937			
Y.4	0.887			
Y.5	0.798			
Z.1				0.857
Z.2				0.853
Z.3				0.848
Z.4				0.813
Z.5				0.855

Source : SmartPLS 3.3.3

The outer loading assessment results in Table 2 show that each indicator in the variables Competence (X1), Motivation (X2), Effectiveness of Goods/Services Procurement (Y), and E-Procurement Implementation (Z) has an outer loading exceeding 0.70. This indicates that each indicator meets the convergent validity criteria, effectively representing the related construct. Consequently, all indicators can be considered valid and suitable for application in further analysis of this study.

### Discriminant Validity

Further studies will assess the validity of the data through discriminant validity. This process aims to confirm whether the cross-loading value exceeds the values of other latent variables, thus establishing whether the indicator results are closely related to the construct. The following table presents the cross-loading results from the validity assessment:

**Table 3. Discriminant Validity**

	Effectiveness of Procurement of Goods/Services _ (Y)	Competence _ (X1)	Motivation (X2)	Directors Regulations Number 0018.P/DIR/2023 _ (Z)
X1.1	0.680	0.793	0.745	0.745
X1.10	0.749	0.830	0.727	0.720
X1.2	0.651	0.782	0.712	0.743
X1.3	0.608	0.733	0.653	0.683
X1.4	0.648	0.813	0.678	0.684
X1.5	0.604	0.772	0.635	0.625
X1.6	0.689	0.812	0.716	0.745
X1.7	0.672	0.756	0.695	0.697
X1.8	0.737	0.788	0.723	0.679
X1.9	0.684	0.827	0.654	0.696
X2.1	0.719	0.740	0.836	0.619
X2.2	0.655	0.649	0.797	0.615
X2.3	0.685	0.688	0.836	0.703
X2.4	0.806	0.849	0.911	0.820
X2.5	0.793	0.816	0.899	0.799
Y.1	0.879	0.724	0.698	0.698
Y.2	0.849	0.699	0.666	0.707
Y.3	0.937	0.830	0.838	0.837
Y.4	0.887	0.735	0.769	0.710
Y.5	0.798	0.712	0.748	0.684
Z.1	0.620	0.708	0.686	0.857
Z.2	0.643	0.711	0.696	0.853
Z.3	0.735	0.789	0.684	0.848
Z.4	0.691	0.718	0.676	0.813
Z.5	0.825	0.812	0.782	0.855

Source : SmartPLS 3.3.3

According to Table 3, all metrics show the strongest relationship with the constructs they assess compared to others. This indicates that the variables Competence (X1), Motivation (X2), Procurement Effectiveness (Y), and E-Procurement Implementation (Z) have met the requirements for discriminant validity. Consequently, each construct distinctly and effectively measures its targeted concept, confirming its validity for further analysis.

**Composite Reliability**

In composite reliability research, the reliability of each variable is evaluated through its reliability value. A variable is considered reliable if its value exceeds 0.60. If its value is

below 0.60 but above 0.7, it is categorized as unreliable. Several elements are taken into account when assessing the reliability and validity of research, including Cochranbach's alpha, composite reliability, and AVE values, which are detailed in the table below:

**Table 4. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Effectiveness of Procurement of Goods/Services _(Y)	0.920	0.940	0.759
Competence _(X1)	0.933	0.943	0.626
Motivation (X2)	0.909	0.932	0.734
Directors Regulations Number 0018.P/DIR/2023 _(Z)	0.900	0.926	0.715

Source : SmartPLS 3.3.3

The findings presented in Table 4 show that each construct achieved a Cronbach's Alpha and Composite Reliability score exceeding 0.70, along with an AVE value exceeding 0.50. This confirms that the variables Competence (X1), Motivation (X2), Goods/Services Procurement Effectiveness (Y), and Directors Regulations Number 0018.P/DIR/2023 (Z) meet the requirements for construct reliability and validity. Therefore, the research tool is considered reliable and valid for further analysis.

### Inner Model Analysis

The structural model (internal model) is examined to ensure that the basic model is robust and appropriate. The evaluation procedure for the core model involves several indicators, in particular:

#### 1. Coefficient of Determination (R<sup>2</sup>)

The analysis performed with SmartPLS 3.0 revealed the following R-Square values:

**Table 5. R Square Results**

	R Square	Adjusted R Square
Effectiveness of Procurement of Goods/Services _(Y)	0.793	0.787
Directors Regulations Number 0018.P/DIR/2023 _(Z)	0.803	0.800

Source : SmartPLS 3.3.3

Based on Table 5, the R Square value shows that Directors Regulations Number 0018.P/DIR/2023 (Z) can be explained by independent variables by 80.3% , while the remaining 19.7% is influenced by other factors outside the model. Meanwhile, the Effectiveness of Goods/Services Procurement (Y) can be explained by 79.3% , with 20.7% influenced by other variables outside the study. The Adjusted R Square value that is close to R Square indicates that the model has strong and stable explanatory power .

### Hypothesis Testing

As suggested by this review, the next step is to evaluate the relationship between idle builds after evaluating the deep model. To conduct speculative testing in this review, T-Statistics and P-Values were examined. It is stated openly whether P-Values are less than 0.05 and T-Insights values are greater than 1.96. The direct impact of the Path Coefficient is as follows.

**Table 6. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Competence (X1) -> Effectiveness of Procurement of Goods/Services (Y)	0.248	2,839	0.002	Accepted
Competence (X1) -> Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z)	0.672	8,169	0,000	Accepted
Motivation (X2) -> Effectiveness of Procurement of Goods/Services (Y)	0.410	4,083	0,000	Accepted
Motivation (X2) -> Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z)	0.247	2,819	0.003	Accepted
Implementation of E-Procurement (Z) -> Effectiveness of Procurement of Goods/Services (Y)	0.275	2,864	0.002	Accepted

Source : SmartPLS 3.3.3

1. The Effect of Competence (X1) on the Efficiency of Procurement of Goods/Services (Y) The results of the study show that Competence has a positive and significant effect on the Efficiency of Procurement of Goods/Services, with a coefficient of 0.248, a T statistic of 2.839, and a p value of 0.002. Therefore, the hypothesis is proven correct.
2. The Influence of Competence (X1) on the Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) ,Competence shows a positive and significant influence on the Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) with a coefficient of 0.672, a T statistic of 8.169, and a p value of 0.000, therefore, the hypothesis is proven true.
3. The Influence of Motivation (X2) on the Efficiency of Procurement of Goods/Services (Y) Motivation has a positive and significant influence on the Efficiency of Procurement of Goods/Services, with a coefficient of 0.410, a T statistic of 4.083, and a p value of 0.000. The hypothesis is accepted.
4. The Influence of Motivation (X2) on the Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) Motivation shows a positive and significant influence on the Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) with a coefficient of 0.247, a T statistic of 2.819, and a p value of 0.003, so the hypothesis is approved.

5. The Impact of Directors Regulations Number 0018.P/DIR/2023 (Z) on the Efficiency of Procurement of Goods/Services (Y) The implementation of E-Procurement significantly and significantly increases the Efficiency of Procurement of Goods/Services, as indicated by a coefficient of 0.275, a T statistic of 2.864, and a p-value of 0.002, so that the hypothesis is confirmed.

**Table 7. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Competence (X1) -> Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) -> Effectiveness of Procurement of Goods/Services (Y)	0.184	2,693	<b>0.004</b>	<b>Accepted</b>
Motivation (X2) -> Implementation of Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) -> Effectiveness of Procurement of Goods/Services (Y)	0.068	1,907	<b>0.029</b>	<b>Accepted</b>

Source : SmartPLS 3.3.3

1. The Effect of Competence (X1) on the Efficiency of Procurement of Goods/Services (Y) through Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) The findings show that Competence has a positive and significant indirect impact on the Efficiency of Procurement of Goods/Services through Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) , as evidenced by a coefficient of 0.184, T statistic of 2.693, and a p-value of 0.004. This indicates that E-Procurement Implementation acts as a mediating factor, which confirms the hypothesis.
2. The Influence of Motivation (X2) on the Efficiency of Procurement of Goods/Services (Y) through the Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) It has been shown that Motivation positively and significantly influences the Efficiency of Procurement of Goods/Services indirectly through the Implementation of Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) , with a coefficient of 0.068, a T statistic of 1.907, and a p-value of 0.029. Therefore, the Implementation of Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) also mediates the influence of Motivation on the Efficiency of Procurement of Goods/Services, so the hypothesis is accepted.

## Conclusion

This study concluded that:

1. Competence (X1) positively and significantly influences the Efficiency of Procurement of Goods/Services (Y), therefore the hypothesis is accepted.

2. Competence (X1) positively and significantly influences Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) , therefore the hypothesis is accepted.
3. Motivation (X2) has a positive and significant effect on the Efficiency of Procurement of Goods/Services (Y), so the hypothesis is accepted.
4. Motivation (X2) has a positive and significant effect on Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) , so the hypothesis is accepted.
5. Implementation of Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) has a positive and significant effect on the Efficiency of Procurement of Goods/Services (Y), so the hypothesis is accepted.
6. Competence (X1) has a positive and significant indirect influence on the Efficiency of Procurement of Goods/Services (Y) through the Implementation of Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) , so the hypothesis is accepted.
7. Motivation (X2) has a positive and significant indirect influence on the Efficiency of Procurement of Goods/Services (Y) through the Implementation of Implementation of Directors Regulations Number 0018.P/DIR/2023 (Z) , so the hypothesis is accepted.

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