

Implementation of the Electronic Procurement Service Program (LPSE) in Sidoarjo Regency

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ABSTRACT

Objective: This research aims to analyze the implementation of the Electronic Procurement Service Program (LPSE) in Sidoarjo Regency as a form of e-Government application, focusing on supportive factors, institutional capacity, and the benefits generated in the governance of public goods/services procurement. **Method:** This research uses a qualitative descriptive approach with data collection techniques through field observations, interviews, and documentation in the environment of the Purchasing/Procurement Unit (UKPBJ) of Sidoarjo Regency. Informants were selected purposively, consisting of LPSE managers and members of the selection task force. Data analysis utilized the Miles and Huberman model with stages of data reduction, data presentation, and conclusion drawing. **Result:** The results of this study, based on Indrajit's theory of three success elements. First Support, LPSE in Sidoarjo Regency is backed by strong regulations and sufficient budget, reflecting the government's commitment to digital procurement. Second Capacity, infrastructure and human resource readiness are relatively adequate, though some employees still face difficulties adapting to updated system features despite ongoing training. Third Value, LPSE enhances efficiency and transparency through a fully digital procurement process accessible via the official website, supported by the Community Satisfaction Survey (SKM) as a public feedback mechanism. **Novelty:** This study highlights the importance of strengthening adaptive capacity in the management of LPSE, especially in facing system changes and the decentralization of infrastructure management. Additionally, the integration of public feedback mechanisms through SKM is a unique finding that strengthens the role of community participation in the evaluation and improvement of digital procurement services at the local government level.

INTRODUCTION

The development of information and communication technology (ICT) is currently taking place very rapidly, both in the search and reception of information. This allows people to research and obtain information effectively, anytime and anywhere. The Internet plays an important role in facilitating access to information and communication technology, thereby supporting the smooth acquisition and dissemination of information efficiently and accurately [1]. One form of ICT utilization that has a great influence on people's lives, especially in Indonesia, is the application of *Electronic Government* (e-government). *E-Government* It is the use of information technology by the government to provide public services, increase transparency, and facilitate interaction between the government and the community. Use of ICT in *e-Government* can encourage the application of the principles *Good Governance* and increase efficiency and speed in public services [2]. This technology offers a variety of advantages, such as efficiency, information acceleration, wide coverage, and transparency. According to Kusnadi [3], *e-Government* enabling the transformation of the relationship between the government and the community, the private sector, and other interested parties. Indonesia's e-government

development is based on Presidential Directive No. 3 of 2003 about National Policies and Strategies for e-Government Development [4]. This policy was born in response to the people's demands for accountable, transparent, effective, and efficient governance. To strengthen this policy, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government System (SPBE) was issued, which is basically a form of e-Government. SPBE is defined as "a government implementation that utilizes ICT to provide services to SPBE users", according to the definition also used by Organisation for Economic Co-operation and Development (OECD) and the European Parliament [5]. SPBE opens opportunities for the realization of open, participatory, innovative, and accountable government. In addition, SPBE also increases collaboration between institutions, expands the reach of public services, and suppresses the potential for abuse of authority through electronic supervision systems [6].

One of the implementations of SPBE in Indonesia is the Electronic Procurement Service (LPSE), a digital platform that aims to simplify the procurement process of government goods and services. LPSEs are designed to increase transparency and accountability and minimize the potential for fraud. Since the last few years, the government has implemented a *E-procurement* which is a solution to various problems in the procurement of goods and services. With *E-procurement* procurement process that is effective, efficient, open, fair, and accountable, as well as minimizing the practice of Corruption, Collusion, and Nepotism (KKN) [7], [8]. Prior to the implementation of LPSE, the procurement process was carried out conventionally, which was prone to problems such as delays in information, lack of transparency, and potential corruption. Since it was implemented in 2008 by the Government Goods/Services Procurement Policy Institute (LKPP), LPSE has allowed all stages of procurement to be carried out online, from planning to contract execution, open data access allows real-time monitoring by the public and financial supervisors. So that it supports the principle of *Good Governance* in budget management [9], [10].

The laws governing the LPSE in Indonesia include several important regulations, such as Presidential Regulation No. 16 of 2018 regarding the Procurement of Goods/Services for the Government [11], and Regulation of the LKPP No. 9 of 2018 regarding the e-tendering process [12]. Regulation of the Minister of Finance No. 42/PMK.01/2008 and Regulation of the Minister of Communication [13], and Information No. 23 of 2014 are two examples of this [14]. At the regional level, Sidoarjo Regent Regulation Number 19 of 2019 also regulates the implementation of LPSE to be in line with the principles of transparency and efficiency [15]. With this regulation, it is hoped that the procurement process can be carried out fairly and accountably and expand access for goods/service providers.

In Sidoarjo Regency, LPSE is implemented through the official website <https://lpse.sidoarjokab.go.id>. The platform has brought significant changes in the procurement process, not only in terms of time and cost efficiency, but also in increasing the participation of local providers. According to Mardiasmo (2009), an operational process is said to be efficient if the work results can be achieved with the use of resources

and funds as little as possible (*Spending Well*) [16]. This process starts from registering a goods/service provider through the website, by filling out a form and attaching legality documents such as NPWP, SIUP, and TDP. After being verified by the Working Group, the provider will obtain an account to participate in the tender online. Each stage in the tender process is carried out electronically, starting from announcement, explanation, preparation of bids, to evaluation. This ensures transparency and accountability [17]. The requirements for participating in the tender include the legality of the business, as well as technical and financial capabilities, to ensure that only qualified providers can participate.

Table 1. Number of LPSE Service Users in Sidoarjo Regency

Yes	Year	Work Units	Number of LPSE users (based on contract winner)
1	2022	53	4632
2	2023	81	8714
3	2024	108	7872

Source: Processed from the Office of the Goods/Services Procurement Work Unit (UKPBJ) of Sidoarjo City (2025)

The data above shows data on the number of users of the Electronic Procurement Service (LPSE) in Sidoarjo Regency for three years, namely 2022 to 2024. This data includes the number of work units involved and the number of LPSE users based on contract winners. In 2022, there are 53 work units with a total of 4,632 users. This number increased significantly in 2023, where 81 work units were involved with the number of users reaching 8,714. Although in 2024 the number of work units will increase again to 108, the number of users will decrease slightly to 7,872.

There are several previous studies that discuss the application of LPSE, the first research conducted by Pangaribuan, Safuan, and Musa (2022) in the journal *Syntax Literate* stated that LPSE is able to increase transparency, efficiency, and accountability in procurement. However, they also noted obstacles such as lack of user understanding, system negligence, and infrastructure limitations [18]. The second is a research conducted by Mohammad Sholeh, et al, 2023 which found that the procurement process of goods/services in Central Java Province has applied the principle of *Good Governance*, judging from the active participation of providers in participating in the implementation of the procurement of goods/services [19]. The third research conducted by Adi (2017) In the Overview of the Indonesian Treasury, the implementation of e-procurement in the LPSE of the Ministry of Finance of West Papua has been studied. The study shows that e-procurement has successfully improved accountability, transparency, and efficiency in the procurement of goods and services. However, some obstacles such as limited infrastructure, power outages, and a lack of technical knowledge are still encountered in its implementation [20].

Based on the observations made, there are several problems in the implementation of the Electronic Goods Procurement Service Program (LPSE) in Sidoarjo. The first problem is the employee's lack of understanding in operating the features in the Electronic Goods Procurement Service (LPSE) system, then in addition to that the second problem is that there are still interruptions on the server that cause the LPSE website to be inaccessible, even though frequent updates or improvements are made to the website. This indicates that there may be issues with the server capacity being used or a lack of sufficient maintenance to handle a large number of visitors.

Based on these problems, the author is interested in conducting a research entitled "*Implementation of Electronic Procurement Service Program (LPSE)*". This research aims to understand how to implement e-Government through LPSE in Sidoarjo Regency, as well as identify the obstacles faced. To analyze the implementation of LPSE, the author uses a three-element approach to the successful implementation of e-Government according to Indrajit In the book *Building e Government* [21], these elements are the results of research and analysis conducted by Harvard JFK School of Government. First, support refers to the lack of desire or political awareness on the part of the public and political observers to carefully consider concepts and the government. Furthermore, capacity refers to the ability or willingness of the regional government to make the e-government dream a reality. Value concludes that the government must be extremely careful when choosing the type of e-government application so that its users can benefit from it.

RESEARCH METHOD

In this study, the author applies a descriptive approach in qualitative research methods aims to collect and describe information, data, and various problems in depth through observations in the field and what was conveyed by the respondents regarding the application of Program Electronic Procurement Services (LPSE) in Sidoarjo Regency. This research was conducted in the Office Goods/Services Procurement Work Unit Sidoarjo Regency. This method is in accordance with an approach that emphasizes understanding phenomena holistically under natural conditions, in which researchers are the main instruments [22].

According to Sugiyono (2016:8), qualitative research methods are often called naturalistic research methods because the research is carried out in natural conditions (natural settings) [23]. In this writing, the author uses the purposive sampling (purposeful sample) which is carried out by taking subjects based on a specific objective to capture information from as many different sources as possible and dig up the information that is the basis of the research. Purposive sampling techniques are commonly used in qualitative research because they allow researchers to select relevant and informative informants [24]. The informants in this study are the LPSE Manager and also the Election Working Group.

This research applies data collection methods such as observation, documentation, and interviews. The data collected includes primary and secondary data. Primary data is obtained through observation, research, and documentation, while secondary data comes

from academic literature, scientific articles, institutional documents, and information obtained from the mass media.

For data analysis techniques, researchers use the Miles and Huberman model, which consists of data collection, data processing, data analysis, and data elaboration. [25], which consists of data collection, data reduction, data presentation, and conclusion drawn. The focus of this research is the Application of Program Electronic Goods Procurement Service (LPSE) in Sidoarjo Regency. This research will be measured based on The three elements of successful implementation *E-Government* stated by Indrajit, these elements of success are the result of studies and research by *Harvard JFK School of Government* Include *Support* (support), *Value* (value) and *Capacity* (ability).

RESULTS AND DISCUSSION

Results

Through research findings obtained from observations, interviews, and data analysis, it is known that the implementation of the LPSE Program in Sidoarjo Regency has brought a transformation in the procurement mechanism of goods and services in the government environment, especially in terms of transparency, efficiency, and accountability. This system is able to cut time and costs that were previously wasted in manual processes, so that the implementation of procurement becomes faster and on target [26]. Electronic procurement refers to the use of information technology in business-to-business transactions to speed up the purchasing of goods, materials, and services [27].

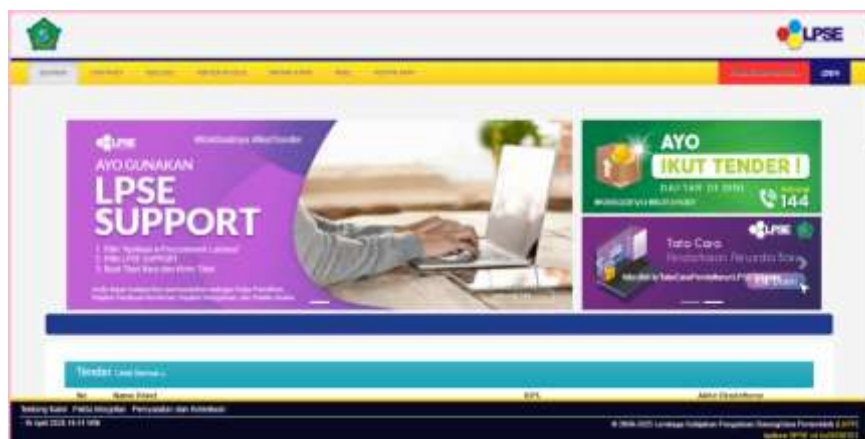


Figure 1. Initial view of the LPSE Sidoarjo website

Source: <https://lpse.sidoarjokab.go.id>

Implementation of LPSE in Sidoarjo itself can be viewed through <https://lpse.sidoarjokab.go.id> The website is part of the national system for electronic procurement of goods and services developed by the Government Goods/Services Procurement Policy Institute (LKPP). The implementation of LPSE in Sidoarjo Regency has a significant impact on the management of government procurement of goods and services. LPSE in Sidoarjo has increased transparency and efficiency, the success of this

system still depends on strengthening internal governance and improving service quality. Synergy between technology and organizational management is the main key in realizing a clean, transparent, and accountable procurement system within the Sidoarjo Regency Government.

This research will use the approach of three elements of *e-government success* proposed by Indrajit, namely support, which includes the government's commitment to running the LPSE system; **capacity**, which is related to the infrastructure and readiness of human resources in operating the system; and **value**, which emphasizes the benefits obtained from the implementation of LPSE for the government and the community.

Support

The Support Element is the most important factor in the implementation of E-Government, the participation of the government, the community, and stakeholders or the private sector is required [28].

In the implementation of Electronic Procurement Services (LPSE). The success of a digital system such as LPSE is not only determined by the technology used, but also depends on supporting policies, budget availability, and commitment from various parties involved in its implementation. Strong regulation, adequate financial support, and coordination between stakeholders are important factors that ensure the system runs well. The commitment of the leadership in the form of regulatory and budget support strengthens institutional capacity and internalizes positive values in public services, so that the administration of government becomes more effective and efficient [29].

In Sidoarjo Regency, LPSE has received clear support since the beginning of its implementation through regulations that have been set by the local government. Regent Regulation No. 26 of 2010 and Regent Regulation No. 13 of 2011 officially mandate that the entire process of procurement of goods and services in the government environment must be carried out electronically through the e-procurement system. Through this regulation, LPSE has a strong legal basis to be implemented, so that every agency involved in the procurement of goods and services is required to follow the standards and procedures that have been set. The purpose of this policy is to increase transparency, efficiency, and minimize potential irregularities in the procurement process. This is proven through an interview with Mr. Nadjibullah, one of the members of the working group

"Actually, this is not a new program, so if you need support, it is not now, but at the beginning of pioneering LPSE. For the current one, it is only necessary to maintain the consistency of what has existed in previous years. Currently, we are more in the implementation than LPSE, we are updating regulations in accordance with the LKPP, increasing transparency, efficiency, and preventing potential irregularities in the procurement process, and we have also implemented in accordance with the code of ethics."

In addition to regulatory support, the Sidoarjo Regency government also ensures that the budget allocated for LPSE is sufficient, both for the development of technological infrastructure and the improvement of the quality of human resources (HR) who manage it. Below is the table of the budget allocated for LPSE.

Table 2. LPSE Budget Support for Sidoarjo Regency in 2025

Yes	Budget Categories	Amount (Rp)	Information
1	Operational Spending	253.802.000	For office service needs and internet services
2	Maintenance Spending	144.300.000	Maintenance of LPSE computers and networks
3	Training, socialization, and technical guidance	100.000.000	For the training and upskilling of LPSE employees

Source: Processed from the Office of the Goods/Services Procurement Work Unit (UKPBJ) of Sidoarjo City (2025)

The table above shows the budget allocation provided by the Sidoarjo government to support the implementation and management of LPSE in Sidoarjo Regency in 2025. Operational expenditure of IDR 253,802,000 is used to meet the needs of office services and internet services, thereby ensuring the smooth operation of LPSE in running an electronic procurement system. In addition, maintenance expenditure of IDR 144,300,000 is allocated for the maintenance of computer devices and LPSE networks to ensure that the system continues to function properly and can be accessed by users without technical problems. Meanwhile, training, socialization, and technical guidance (bimtek) expenditure of Rp100,000,000 is intended for training and skill improvement of LPSE employees, with the hope that the human resources who manage this system will have better competence in the field of technology and procurement of goods/services. Overall, this budget reflects the commitment of the Sidoarjo Regency government in maintaining sustainability and improving the quality of LPSE services, both in terms of infrastructure and human resources.

This is supported by an interview conducted with Mrs. Ika as the Manager of LPSE Sidoarjo:

"We are always supported both in terms of budget and human resources. For example, LPSE needs standards for its operations, which of course requires various needs, including increasing human resources. We have a special budget for training, including the last one held in Jakarta yesterday we were dispatched without being asked for any fees, so that the team can improve their skills, both in the field of LPSE and IT."

In addition to supporting regulations, the Sidoarjo Regency government also ensures that the budget allocation for LPSE is sufficient. This support includes not only the development of technological infrastructure, but also the improvement of the quality of human resources (HR). Based on the results of the interview above, it is emphasized that the budget for LPSE operations is provided periodically and is intended for various needs that support the effectiveness of the system, including training for the workforce that manages it. This shows that currently the main focus is no longer on building a system from scratch, but rather on optimizing the implementation and adjustment of regulations to remain relevant to national policy developments [30].

Based on the above phenomenon, it can be concluded that the Support indicator is in accordance with the application theory *E-Government* according to Indrajit (2006) where Support is the existence of good will or support, from various circles, especially from the government to really implement e-Government seriously in accordance with the needs of public servants, one of which is the existence of Regent Regulation No. 26 of 2010 and Regent Regulation No. 13 of 2011, so that LPSE has a strong legal basis to run, so that every agency involved in the procurement of goods and services, compliance with the established standards and procedures is a necessity [31]. The findings from this study are consistent with the research that has been conducted by Abenaya Satria Putra Nugraha, et al in 2021 with the title Implementation of E-Procurement in the Procurement Process of Goods/Services at the Bogor City Electronic Procurement Service Institution (LPSE) In 2020, the same results were found with this study where the implementation of the procurement process has referred to applicable regulations, the increase in the ability and capacity of the LPSE Team's human resources, and the implementing officer has prioritized procurement ethics [32]. In the Support indicator, no irregularities were found, all ran smoothly.

Capacity

Capacity refers to the capacity of human resources (HR), infrastructure, technology, and organizations in implementing e-Government. This capacity includes the skills, knowledge, technology, and systems adequate to manage, maintain, and develop e-Government. Without sufficient capacity, the implementation of e-Government cannot take place effectively and efficiently.

The Sidoarjo Regency Government has shown its capability in managing Electronic Procurement Services (LPSE). Aspects of technological infrastructure, the readiness of human resources (HR), and the ability to handle technical and administrative obstacles are the main factors in ensuring the smooth running of this system. A strong technology infrastructure is one of the key factors in the successful implementation of e-government [33]

In terms of infrastructure, LPSE Sidoarjo Regency has a superior capacity compared to several other regions. This can be seen from the number of servers that are set up to ensure service continuity. Not only does LPSE Sidoarjo have a main server, but LPSE Sidoarjo also provides several backup servers. However, even though it has many servers, sometimes there are still interruptions on the server that cause the LPSE website to be inaccessible, even though there are frequent updates or improvements to the website.

This is also proven through the results of an interview conducted with Mrs. Ika as the manager of LPSE that:

"The infrastructure and budget for LPSE are quite adequate, including in meeting the operational standards needed compared to other districts, LPSE Sidoarjo is classified as better in terms of infrastructure. We have many servers, while in other areas sometimes there is only one. But sometimes there are still errors on the server even though updates are made, besides that the readiness of human resources is also an important factor in ensuring the success of LPSE."

In line with the importance of human resource readiness in supporting the successful implementation of LPSE, the following is presented training data that has been attended by LPSE Sidoarjo Regency employees. This table describes the competencies needed, competencies that have been had, and analysis of the need for advanced training to increase the capacity of employees in facing the development of the e-Government system.

Table 3. List of training that LPSE employees participated in

Yes	Position/Function	Needs Analysis
1	Sub Coordinator LPSE	Technical guidance on procurement planning and procurement preparation as well as system security are still needed.
2	Administrator System	Need Mikrotik training and certification, as well as technical guidance for SPSE v4.5 applications.
3	Administrator PPE	Advanced guidance is required for the use of the latest version of the catalog application.

Source: Processed from the Office of the Goods/Services Procurement Work Unit (UKPBJ) of Sidoarjo City (2025)

Based on the training data of LPSE Sidoarjo Regency employees, it can be seen that most of the employees have been equipped with basic competencies that are relevant to their duties and responsibilities. The LPSE Sub-Coordinator is considered to still need technical guidance related to the planning and preparation of procurement of goods/services, as well as increasing understanding of system security aspects. This need shows that the strategic role in the management of LPSE requires strengthening not only the managerial aspect, but also the technical aspects of procurement and information security.

Meanwhile, in the position of System Administrator, the training needs are more focused on the technical aspects of infrastructure, especially Mikrotik certification related to network management, as well as technical training on the use of the latest version of the SPSE application. This is in line with the demands of the system administrator's duties who must be able to ensure the stability and security of the LPSE information technology system. As for the position of PPE Administrator, there is a need for further training in the operation of the latest version of the electronic catalog application. This need reflects the importance of mastery of procurement support systems that continue to be updated, as well as demands adaptability and continuous learning from system users.

This is also strengthened by the results of an interview conducted with Mr. Nadjibullah as one of the members of the working group

"The Sidoarjo Regency Government already has a competent technical team, including two IT personnel who are responsible for managing the website and infrastructure system. In addition,

LPSE human resources are also given the opportunity to participate in training and competency improvement organized by LKPP every year."

As explained in the interview above, this training is very helpful in improving the technical skills of employees, especially in understanding the electronic procurement system that continues to develop. However, even though regular training is held, there are still obstacles in understanding the features introduced in the system. Mr. Nadjibullah, one of the members of **the Working Group**, also added that sometimes they experience problems in understanding new regulations or features in the LPSE system, so they still need to learn independently through a user guide:

"Sometimes we have not fully mastered some features because we still have to open the user guide. But it can actually be understood as long as we are willing to learn and find out more."

This shows that although training has been provided, further efforts are still needed to improve the understanding and skills of employees in order to adapt to the development of the system.

In addition to infrastructure and human resource readiness, the ability to handle technical and administrative obstacles is also an important part of LPSE management. In Sidoarjo, the LPSE team has the main task of **registering and verifying system users**, which consists of two categories, namely the first is **Goods/Services Providers** (PT, CV, or companies that participate in the tender). Then the second is **Non-Provider** (Commitment/Procurement Making Officials in related agencies).

However, starting in November 2024, LPSE Sidoarjo's infrastructure management will no longer be under the full control of the local government, which is usually When technical problems occur, such as **the failure to upload bid documents** by goods and service providers, the LPSE Sidoarjo team will try to help resolve the problem. But now it will be transferred to the Government Goods/Services Procurement Policy Institution (LKPP) in collaboration with Telkom. These changes bring new challenges, particularly in terms of communication and response to technical glitches. Previously, when there was a problem with the system, the LPSE Sidoarjo technical team could immediately make repairs independently. However, with this new policy, any obstacles that arise must first be reported to LKPP, then forwarded to Telkom for follow-up. This process has the potential to slow down the handling of issues compared to previous systems, where repairs can be made more quickly. This change requires LPSE to be more active in coordinating with LKPP and Telkom to ensure that the system continues to run smoothly and obstacles can be overcome as quickly as possible.

Therefore, in dealing with obstacles related to the main system, the LPSE team must coordinate with the LKPP as the authority. This process often takes longer because it has to follow a formal reporting flow before repairs can be made. To reduce the impact of delays.

Based on the above phenomenon, it can be concluded that the LPSE network infrastructure of Sidoarjo Regency has a superior capacity compared to several other regions. This can be seen from the number of servers that are set up to ensure service continuity. However, in its implementation, there are still obstacles related to employees'

lack of understanding regarding the features in the system even though a training is held. Then it is also not in accordance with the theory *E-Government* on the capacity indicator according to Indrajit, where government employees and other users must have adequate skills and knowledge to use the system *e-Government* well. If juxtaposed with the previous researcher conducted by Zarina Dwi Putri in 2019 with the title "Implementation of E-Procurement Policy for the Procurement of Goods and Services at the Electronic Procurement Service Institution (LPSE) of Central Sulawesi Province". The same results were found with this study where there are still shortcomings in this indicator, human resources in accurately understanding the capacities they have to comprehend the features introduced by the system, so that the Electronic Procurement Service (LPSE) has not run optimally [34].

Value

Value refers to the value or benefits generated by the implementation of e-Government. This element emphasizes the importance of creating added value that is felt by both the government and the community. The value here can be in the form of increased efficiency, reduced operational costs, increased transparency, and ease of access and services for the community

The implementation of LPSE provides various benefits, such as lowering transaction costs, speeding up the ordering process, expanding vendor choices, and increasing efficiency in the procurement of goods and services. In addition, this system allows for better control over expenses, ensures employee compliance, and makes it easier to make purchases through internet access. The use of e-procurement also reduces the number of administrative documents that are repetitive, thus simplifying procurement procedures [35].

In addition to these benefits, LPSE also provides several benefits, such as reducing unnecessary expenses due to the manual procurement process. This system increases transparency in spending, speeds up the procurement process, and increases productivity because it does not take a long time to implement. LPSE has been proven to be more efficient in transactions and can minimize the possibility of errors in the procurement process.

Many benefits or advantages are provided by the Electronic Procurement Services (LPSE) in Sidoarjo, particularly in the areas of time efficiency, budget savings, and increased transparency in the process of selling goods and services. The process of selling goods and services is more effective and efficient using LPSE. The use of electronic systems reduces redundant bureaucracy and speeds up administrative processes [36]. With this system, all stages of procurement can be carried out digitally, thereby reducing lengthy bureaucratic procedures and accelerating interaction between the government and goods/service providers.

In terms of efficiency, LPSE allows the procurement process to take place faster compared to conventional methods. This is proven through an interview with Mrs. Ika as the manager of LPSE in Sidoarjo Regency that LPSE has a positive impact on budget savings and ensures information disclosure to the public.

"The benefits are clear, in terms of time to be more efficient, there are budget savings, and most importantly, transparency, if previously procurement had to go through various manual stages that took a long time, now the process can be done electronically through one integrated system. Thus, not only is time more efficient, but also the manpower and resources used in procurement administration become more focused and optimal. The public can see directly starting from the ceiling budget, the bid price, to who is working on the project."

In addition to time efficiency, the system also contributes to budget savings. With procurement carried out digitally, administrative costs previously required in the manual procurement process can be minimized. This includes reduced paper use, transportation costs, and the need for face-to-face meetings that can now be replaced by online systems.

Discussion

Based on the above interview results, it is clear that transparency is one of the main benefits of the LPSE system. With this system, the public can access all information about the sale of goods and services in a secure manner. Every stage of the process, from planning to actual execution, can be accessed through the LPSE platform. In addition, information on the annual procurement plan has also been made public through the General Procurement Plan Information System (SIRUP), which enables the general public to view the procurement plan of goods and services with more clarity and detail.

With this information disclosure, the opportunity for irregularities in procurement can be minimized. Therefore, this is a challenge in itself in an effort to create a procurement system that is completely free from fraudulent practices. This was expressed by Mr. Nadjibullah himself as one of the LPSE management working groups that:

"We at LPSE only try to provide services electronically. But if there are loopholes outside the system, it's beyond our control, but our hope is that all processes remain transparent and run in accordance with the applicable rules."

In addition to LPSE Sidoarjo's efficiency and transparency, it also strives to increase accountability in LPSE services, the Sidoarjo Regency government provides a Community Satisfaction Survey (SKM), which allows the public to submit input, criticism, or complaints related to procurement services. This SKM serves as an evaluation tool for LPSE to continue to improve the quality of services and ensure that the procurement system runs in accordance with community expectations. As a form of commitment to improving service quality, the results of the Community Satisfaction Survey (SKM) are evaluated periodically and used as a basis for making improvements and adjustments to existing systems and procedures. With the SKM, it is hoped that LPSE Sidoarjo can continue to adapt to the needs of users and create a more effective, responsive, and reliable procurement process.

Based on the above phenomenon, it is explained that in the theory of application *E-Government* on the Value indicator (*Value*) According to Indrajit, this is evidenced by the efficiency and transparency that exists in LPSE in Sidoarjo Regency, such as in the process of procurement of goods that is carried out digitally, then every stage of procurement, from planning to contract implementation, can be monitored through the

LPSE platform. In addition, a Community Satisfaction Survey (SKM) is also provided which allows the public to submit suggestions, criticisms, or complaints related to procurement services. If compared to the previous study conducted by Depita Kardiati in 2025 under the title "Implementation of E-Procurement System at the Aceh Industry and Trade Office: Challenges and Optimization Strategies," the results of this study show that the implementation of Electronic Procurement Services (LPSE) has achieved its goals, particularly in terms of efficiency and transparency in the procurement of goods and services [37]. In the Value indicator (*Value*). There were no obstacles found to run smoothly.

CONCLUSION

Fundamental Finding : This research highlights the successful implementation of the Electronic Procurement Service (LPSE) in Sidoarjo Regency through the lens of Indrajit's e-Government success framework, which includes Support, Capacity, and Value. Firstly, the implementation is strongly supported by local government regulations such as Regent Regulation No. 26 of 2010 and No. 13 of 2011 and backed by adequate budget allocation. This reflects a high level of institutional commitment. Secondly, Sidoarjo Regency demonstrates sufficient infrastructure and human resource support in managing LPSE operations. However, technical challenges persist, particularly regarding the staff's mastery of system features despite ongoing training. Lastly, the LPSE system successfully delivers efficiency and transparency in the procurement process, with measurable improvements in speed, cost-effectiveness, and public accountability, further reinforced through the Community Satisfaction Survey (SKM). **Implication :** The results of this study indicate that the success of the LPSE implementation in Sidoarjo is greatly influenced by regulatory support, infrastructure readiness, and human resource training. The implication is that other regional governments wishing to adopt a similar system need to ensure a strong legal basis and adequate investment in training and technology. This study also reinforces the importance of transparency in procurement as part of good governance. **Limitation :** in addition, this research has limitations on the qualitative descriptive approach with purposive sampling techniques that only involve certain informants, making the results not widely generalizable. In addition, the absence of quantitative or longitudinal data limits the understanding of LPSE performance statistically over time. The research focus only on Sidoarjo Regency without comparisons between regions also poses its own limitation. **Future Research :** Based on the limitations that have been outlined, further research is recommended to use mixed methods and a comparative approach across regions to obtain a more comprehensive picture, including an analysis of the long-term impacts on budget efficiency, provider participation, and corruption prevention in procurement.

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