

PERFORMANCE OF PROCUREMENT SYSTEM IN MINISTRIES AND INSTITUTIONS THROUGH INTEGRATION OF LKPP E-CATALOGUE AND LPSE ELECTRONIC PROCUREMENT SYSTEM

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ABSTRACT

Nowadays, every entrepreneur who runs a business must be able to master the latest technology in order to be able to run a digital business. If entrepreneurs are not able to keep up with technological developments, then the business they run will be left behind by their opponents. For entrepreneurs who run their business digitally and are oriented in the government sector, entrepreneurs must use the LKPP (Policy Institute for Procurement of Goods/Services) e-catalogue. This research focuses on the LKPP electronic catalog. The purpose of this research is to find out the process to the convenience felt while using the LKPP e-catalogue. This research uses supporting theories such as ERP (Enterprise Resource Planning), e-auction security, the bidding process, and also the tender process. This research method uses qualitative methods where the techniques used are observation, interviews, and documentation during the use of LKPP e-catalogue. The research was conducted starting from interviews with several selected sources and coding using NVIVO 14. The types of coding carried out are open coding, axial coding, and selective coding. The results of this study show that there are issues regarding the document preparation process, waiting time, system constraints, means for system improvement, and continuous development. The contribution of this research is the need for system improvements related to LKPP e-catalogue version 6.0.

KEYWORDS *Tender, Digital Transformation, Digital Marketing, Electronic Catalogue (e-catalogue)*



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INTRODUCTION

Technological developments have brought great changes in modern human life, allowing various activities to be carried out online. From transactions of daily necessities to activities such as seminars, schools, and private tutoring, everything can be accessed through digital platforms, creating efficiency and reducing the complexity of conventional systems. This digitalization also has a significant impact on the economy, encouraging an increase in value and resources for the

How to cite:	Reginald. (2025). Performance of Procurement System in Ministries and Institutions through Integration of LKPP e-catalogue and LPSE Electronic Procurement System. <i>Journal Eduvest</i> . 5(1), 639-654
E-ISSN:	2775-3727

future (Sinha et al., 2022). Technological advancement, as explained by Dian, Z. (2022), is not only driven by creative ideas, but also by the speed of information exchange through SEM (Search Engine Machine). This gives birth to innovations from business actors who are able to create new companies with business models that are more relevant to the times.

One of the important innovations is the application of technology in the business world, which allows companies to improve their products, services, and processes. This technology opens up new channels to meet market needs and create opportunities for business model transformation (Ferrigno et al., 2023). In the context of government procurement, digitalization is realized through the LKPP e-catalog, a platform that facilitates digital transactions for business actors and government agencies. This platform is designed to increase transparency, minimize fraud, and support MSME actors in competing in a wider market (Emyrasari et al., 2023).

However, the operation of the LKPP e-catalogue faces various challenges, such as data input that is often not tracked, complicated KBKI codes, and system disruptions. Barriers to integration with LPSEs, including limited system capacity and bribery practices, are also still being found. These obstacles indicate the need for improvements in the electronic procurement system to achieve higher efficiency and accountability (Pangathousands et al., 2022). Integration efforts between the LKPP e-catalogue and LPSE aim to create transparency, enable public monitoring, and support the implementation of good governance values.

This study aims to evaluate the performance of the electronic procurement system through direct experience in operating the LKPP and LPSE e-catalogs. Data on the ground shows that while the system brings many benefits, operational challenges are still a significant obstacle. This research is expected to provide recommendations to increase the effectiveness and efficiency of procurement, so that it can support the government in building a more transparent, clean, and accountable system, in accordance with the demands of the era of digitalization and good governance.

This research was conducted to answer various questions related to the importance and ease of operation of the LKPP e-catalog, the preparations that must be made by business actors before registering their companies, and how the transaction process with the government can take place. In addition, this study also aims to understand the technique of filling out the LKPP e-catalogue according to the rules, as well as identify the factors that affect the success in winning the tender.

This research has significant benefits for various parties. For vendors, this research can be a guideline to improve the transaction process, compete more effectively, and adopt future digital technologies. For developers, this research helps to improve the supervision of the procurement process and understand the importance of technology for the business world. Meanwhile, for users, this research allows them to compare prices, advance local products, and support the government's digital transformation in the procurement of goods and services.

Literature Review

Enterprise Resource Planning (ERP) is an integrated business management system, designed to manage organizational resources and processes. (Barth & Koch, 2019) define ERP as an enterprise information system with integrated subsystems, while (Falagara Sigala et al., 2020) refer to it as software for various organizational functions. (Aktürk, 2021) added that ERP includes business processes from purchase to delivery. Thus, ERP has become an important tool in integrating company data and processes, improving management efficiency.

In the world of electronic auctions, security is a very important aspect. Tan and Heng (2022) explained that electronic auctions must meet six main characteristics, namely confidentiality, integrity, precision, privacy, anonymity, and fairness. These attributes guarantee a transparent and fair auction process, where sensitive information is maintained and transactions take place with honesty. This is important to ensure the trust of auction participants in the system used.

The bidding process also plays an important role in the success of the procurement of goods or services. (Gabiana et al., 2023) explain the bidding steps, from request documentation to post-qualification evaluation. This process involves various stages, such as checking technical and financial specifications and reducing project costs. (Prestalita et al., 2020) added that bidding strategies are influenced by external, internal, and environmental factors, which are key in creating competitive advantages and optimal project performance.

In the context of tenders, (Govender et al., 2022) identified eight main stages that include the assessment of quality indicators, accuracy, clarity, completeness, and standardization of project documents. This process ensures that all information presented meets technical standards and is error-free. The final assessment results in an overall quality score, which is the basis for the evaluation and tender decision.

The implementation of systems such as ERP, e-auction, and structured tender processes makes a significant contribution to improving procurement efficiency and transparency. With a systematic approach, companies can optimize resources and achieve a competitive advantage in the market. These technological innovations, as explained by various studies, are an important foundation for business sustainability and good governance.

Previous research that is the reference for this research includes various important findings related to e-auction, digital transformation, and public procurement. (Zega, 2023) highlighted that e-auction provides convenience and efficiency, allowing participants to participate in online auctions. (White et al., 2020) emphasized that competitive funding drives cost efficiency, while (Alamäki & Korpela, 2021) showed how digital transformation can optimize business operations. (Hauke-Lopes et al., 2022) revealed that the quality of tender documents greatly affects the success of the tender process, while Govender et al. (2021) highlighted the limitations of SMEs in public procurement due to the high contract value.

Furthermore, research such as (Reijonen et al., 2022) and (Bizri et al., 2023) discuss the importance of collaboration between SMEs and stakeholders to create value through public procurement. They also note that suppliers' positive expectations of long-term relationships with customers can increase the attractiveness of those customers. Research by (Saragih et al., 2023) and Barth et

al. (2019) pays special attention to the impact of e-catalogues in government procurement of goods/services, which increases transparency and efficiency, and provides opportunities for MSMEs to participate in the distribution chain.

However, this study found that there is a significant research gap, namely *the evidence gap* and *the population gap*. Based on previous research, there is a lack of empirical evidence regarding the use of e-catalogues for specific needs, such as office equipment. Research such as (Saragih et al., 2023), which focuses on the MSME sector, is the basis for identifying this gap. Therefore, this study aims to fill this gap by further learning how e-catalogues can be used effectively for office equipment, thus making a greater contribution to the existing literature.

RESEARCH METHOD

This study uses a constructivist paradigm, as explained by Kurniawan (2022), because it is in accordance with the case study chosen by the researcher. This paradigm allows for a deep understanding of the context of the world of work in which the researcher is involved. Data is collected through interviews with relevant informants to obtain accurate and easy-to-understand information for the public. The research method used is a qualitative method with a case study approach, as formulated by (Creswell & Clark, 2017) and (Rashid et al., 2019). This approach helps to explore the phenomenon of LKPP e-catalogue through direct observation and in-depth interviews, especially related to the transaction process between the research company and the ministry's PPK.

The interview protocol was designed to explore various aspects of the operation of LKPP's e-catalogue, ranging from the bidding process, operational constraints, to the evaluation of the platform's effectiveness. Gabiana et al. (2023) emphasized the importance of systematic interview procedures to ensure procurement runs efficiently and accountably. The researcher also designed a separate interview protocol for ministries, LKPP, and business actors (suppliers), focusing on their experiences using the LKPP e-catalogue, including obstacles and potential system improvements.

The data collection technique was carried out through direct observation, documentation of the transaction process, and interviews with 10 informants involved in the operation of the LKPP e-catalogue. The informants include parties from the ministry, LKPP, and suppliers from various brands of office stationery. Researchers also use tools such as mobile phones to record interviews and ensure the validity of the data. According to the research procedure suggested by (Kong et al., 2019), the researcher compiled a framework of interview questions to produce clear and systematic findings.

Testing the validity of the data involves several stages, such as triangulation of sources, techniques, and time to ensure the credibility of the results. In addition, transferability is tested through systematic description, while dependability and confirmability are tested by supervisors and informants. Data analysis techniques include data reduction, presentation of data according to facts, and drawing conclusions to produce valid and informative research results. This approach ensures that the data collected is not only relevant but also academically accountable.

RESULT AND DISCUSSION

Characteristics of Informants

This research involves in-depth interviews with resource persons who have direct experience in using and operating the LKPP e-catalog. Data was collected from various sources, including the Ministry of National Development and Development, BNPT, four supplier companies (Canon, Epson, Ricoh, HP), and the LKPP Institution as an e-catalogue development center located in South Jakarta. The purposive sampling technique is used to select resource persons who can provide valid and relevant answers. The LKPP e-catalogue Leader Team became a key resource person because of its role in system development, deep understanding of the process, and its direct involvement in the project.

The research support speakers consisted of the Head of the Ministry of PPK and the supplier team who actively used the LKPP e-catalogue. Their characteristics include direct involvement in the procurement process, more than a year of experience in using the system, and a deep understanding of the transaction flow. This interview with the resource person aims to understand the operational intricacies of the e-catalogue from various perspectives, both from developers, ministry users, and suppliers. This approach ensures that the data obtained covers a wide range of viewpoints, thus providing a comprehensive picture of LKPP's e-catalogue.

Research Results

The research conducted by the researcher began from March 2023 to the end of April 2024. The researcher conducted this research by conducting observations, interviews with resource persons, and also documentation studies. The documentation study carried out by the researcher is by participating in the procurement of goods and services using *the LKPP e-catalogue* in the company where the researcher works. The results of the research conducted by the researcher will be described using *open coding*, *axial coding*, and *selective coding*. The tools used by the researcher to assist the researcher in carrying out the process of encoding the results of interviews that have been conducted by previous researchers. *The tool* used by the researcher is NVIVO 14.

Coding results with open coding

Based on the data, it can be concluded that there are 47 codes from the results of the researcher's interview with the source. The 47 codes are keywords that the researcher did from grouping each sentence contained in the results of the interview with the source. The number on *the file* shows the total *file* of the interview transcript. In this study, the researcher only used 1 *file* because the transcript of the interview with the interviewees was carried out in 1 *file*. The number on *the rephrase* shows the total sentences that went into the encoding.

*Coding results with axial coding*Table 1. *Axial Coding*

<i>Cluster 1:</i> Registration	<i>Cluster 2:</i> Ordering/Procurement	<i>Cluster 3:</i> Problems	<i>Cluster 4:</i> Sustainable Development
<ul style="list-style-type: none"> • Process • Registration time • Application letter • Verification • Policy • NIB 	<ul style="list-style-type: none"> • Price • Match • KBLI • Necessity • Availability <i>Budget</i> <ul style="list-style-type: none"> • Procurement value • Payment • Interaction process • Negotiation process • <i>Rating</i> Provider <ul style="list-style-type: none"> • Transparency • Response time • Technical Specifications • chance 	<ul style="list-style-type: none"> • Constrains • penalty 	<ul style="list-style-type: none"> • <i>e-catalogue</i> Version 6.0 • hope • suggestion • Solution • System upgrades

Source: Personal preparation (2024)

Name	Files	References
(TEMA) Pendaftaran	1	94
Proses	1	32
Kebijakan	1	20
Waktu pendaftaran	1	20
Verifikasi	1	18
NIB	1	1
Surat permohonan	1	3
(TEMA) Pemesanan Pengadaan	1	55
Nilai Pengadaan	1	4
Kebutuhan	1	7
Proses interaksi	1	11
Waktu respon	1	3
Kecocokan	1	1
Harga	1	7
Rating penyedia	1	3
Ketersediaan budget	1	3
Pembayaran	1	6
Transparansi	1	2
Spesifikasi teknis	1	2
Proses negosiasi	1	3
KBLI	1	1
Peluang	1	2
(TEMA) Permasalahan	1	66
Kendala	1	64
Sanksi	1	2
(TEMA) Pengembangan Berkelanjutan	1	53
Harapan	1	9
Peningkatan sistem	1	10
Solusi	1	14
Saran	1	5
e-katalog versi 6	1	15

Figure 1. *axial coding* (Source: Personal processing, 2024)

Based on *the axial coding data* that has been carried out by the researcher, there are 4 *clusters* found in the results of the interviews that have been conducted. These four *clusters* consist of registration, ordering/procurement, problems, and sustainable development. From these four *clusters*, supporting things are obtained in each *cluster*. From the manual grouping carried out by the researcher, then the researcher encoded using NVIVO *tools*, and the final result of NVIVO encoding can be seen as shown in the image above.

Selective coding results

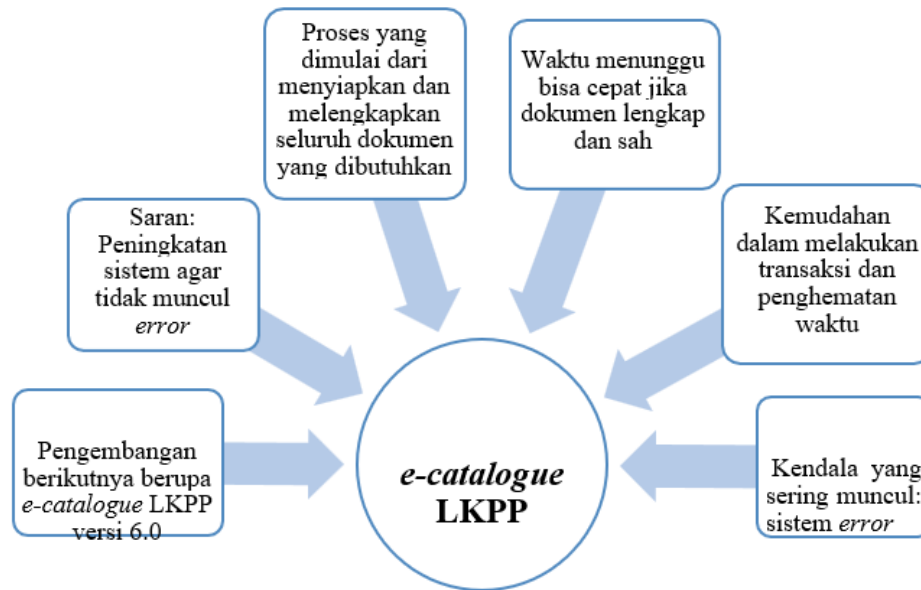


Figure 2. selective coding

From the results of selective *coding data*, the researcher formulated 6 things. These six things were obtained from previous coding, namely *open coding* and *axial coding*. The 6 things that the researcher found from the results of *selective coding* include process, waiting time, convenience, constraints, suggestions, and continuous development.

Discussion

In this discussion, the researcher discusses the results of research that has been encoded. The results of this coding consist of *open coding*, *axial coding*, and *selective coding*. The results of the *open coding* research showed 46 coding results obtained from interviews with 8 sources. The *open coding technique* is carried out by sorting conversations with resource persons and grouped into codes that have been adjusted to the results of the interviews that have been conducted. The more interview processes there are, the more codes will appear. The most common code results are constraints, processes, and usage. The obstacles that occur are not only experienced by business actors. The PPK from various ministries also felt obstacles that occurred suddenly when they wanted to make transactions with business actors. The obstacles that are often experienced are quite diverse, ranging from systems that experience *sudden errors*, the absence of online indicator notifications that are on, making it difficult for some parties to communicate, to the absence of notifications that appear when discussing products, which makes various business actors have to monitor continuously for the products they market. In the process code section, it explains the flow of the registration process from the initial step starting from the documents that must be prepared for registration, until finally the providers are ready to transact with the government. The usage code shows that the use of the LKPP *e-catalogue* is indeed quite easy if business actors understand the

process flow and understand how to register products to be marketed in the LKPP *e-catalog*. The use of the LKPP *e-catalogue* also helps in terms of advancing the businesses of business actors who are struggling to advance their businesses.

Axial coding is designed based on *open coding* that has previously been compiled by researchers. The researcher divided the *axial coding* into 4 *clusters*, where each *cluster* will be filled from the code contained in *open coding*. In *cluster* 1 it is filled with registration, which is further divided into several coding results that are suitable and appropriate to fill the *registration cluster* starting from the process to the NIB (Business Identification Number). *Cluster* 2 is filled with orders/procurement, where in this *cluster* is filled with coding results that are suitable for filling the *order/procurement cluster* ranging from price to opportunity. There are a total of 14 codes that fill the *ordering/procurement cluster*. *Cluster* 3 is filled with problems, where in this cluster is filled with coding results that are suitable for filling *problem clusters*. There are 2 codes that fill the *problem cluster*, namely obstacles and sanctions. *Cluster* 4 is filled with continuous development, where this cluster is filled with coding results that are suitable for filling the continuous development *cluster*, starting from the *e-catalogue* version 6 to system upgrades.

In *selective coding*, there are 6 parts where each part is related to the topic researched by the researcher, namely the LKPP *e-catalogue*. The first part starts from registration by preparing complete company documents to be registered. The more complete the company documents, the faster it will be able to move on to the next process. The second part is about the waiting time where in the waiting time, this is the determinant of the speed or length of the waiting process. This is associated with the first part, namely the completeness of the documents collected. The more documents are collected, the faster the waiting time. If there are incomplete or ineligible company documents, then the waiting time process will be much longer. The third part is related to the ease of the transaction process where for business actors who understand and quickly understand its use, the operation of the LKPP *e-catalog* will feel easy starting from company registration, product registration, to the transaction process carried out. The ease of transactions can be felt when the registration process runs normally without problems and also the waiting time is fast. The fourth part is an obstacle in the form of a system that often experiences *sudden errors*. This system experiencing a sudden disruption can occur at any time for various reasons. Obstacles can also occur when business actors are registering their companies or are conducting transactions with the government. The fifth part is filled with useful suggestions for the progress of LKPP, where the suggestions addressed to LKPP are to improve the system so that there are no more obstacles that occur when business actors are using the LKPP *e-catalog*. The sixth or final part is continuous development, namely the *e-catalogue* version 6 which has just been launched in March 2024.

From the results of research conducted by researchers, researchers found that the use and operation of the LKPP *e-catalogue* began and was encouraged since the occurrence of the *covid-19* pandemic that hit the world, including Indonesia, which in the end many businesses went out of business because they were unable to survive the onslaught of the *covid-19* pandemic. From this incident, a

Government policy emerged that finally called for the use of *the LKPP e-catalogue* with the aim of improving the business of business actors who are struggling to run their businesses.

The operation of *the LKPP e-catalogue* is very important because it can help business actors who are struggling to maintain their businesses to keep running, especially considering that during the *covid-19 period*, there are so many business actors who are struggling to maintain their business. On the other hand, the use of *the LKPP e-catalogue* is an important thing to do so that business actors can cooperate with the Government which always holds procurement every year. Initially, the *LKPP e-catalogue* was aimed at MSME business actors as the main target because this *LKPP e-catalogue* could be a solution for business actors, especially MSME actors for the sake of business progress and the welfare of MSME actors and also another reason why the *LKPP e-catalogue* targets MSME actors as the main target is related to the content of TKDN (Domestic Component Level). This is stated in Presidential Instruction number 2 of 2022 concerning the Acceleration of the Increase in the Use of Domestic Products and Products of Micro Enterprises, Small Businesses, and Cooperatives in the Context of the Success of the National Movement Proud of Made in Indonesia in the Implementation of Government Procurement of Goods/Services. However, over time, the policy has been expanded to various business circles with various products offered, especially for business actors engaged in the Government, with strict attention to the required TKDN. The component level in question is at least 25% for micro, small, and cooperative business actors. For business actors who have a corporate business entity (PT), TKDN is subject to a minimum (at least) of 40% because there is a weighted value of company benefits. This regulation is contained in Presidential Instruction Number 2 of 2022 point 3. Various positive reactions were given to LKPP because with the *LKPP e-catalog*, business actors can now make transactions anywhere without having to face the PPK in various ministries.

With the registration process carried out online, business actors can save a lot of time without having to go back and forth to collect documents physically, but business actors can collect their documents online in accordance with the applicable terms and conditions. The documents that must be prepared by business owners who want to register their companies in the *LKPP e-catalogue*. Documents that must be prepared include NIB (Business License Number), deed of establishment and deed of amendment (if any), KSWP (Confirmation of Taxpayer Status), proof of payment of annual tax returns for the last 3 years, registration statement (from LKPP) that must be filled out, to a list of company directors. All of these documents must be attached in full and collected online in the place that has been provided by LKPP.

There are also boxes available to collect the required documents. It must also be remembered, at the time of collection, all business applicants must ensure that the documents included must be adjusted to the box provided, because if the business provider makes a mistake in its placement, then the registration process will be hampered, and even cannot be continued until the next process, and several cases similar to this, make business providers have to visit the LKPP Building in Rasuna Said to consult with the LKPP and re-registered assisted by the LKPP

employee. All business providers must pay close attention when they want to collect documents online so that they can carry out further registration processes in a fast time. The account *login* process is easy because it uses the same account as LPSE which is synchronized in the ATTITUDE data. Therefore, for business providers who have been registered in the *LKPP e-catalogue*, they must have an LPSE (Electronic Procurement Agency) account, have an account in SIKAP (Provider Performance Integration System), and registered companies have been registered with the BKPM OSS Institution (Investment Coordinating Board). This must also be a concern for business providers who want to register their business in the *LKPP e-catalog*. Business providers must ensure that their company is registered with the OSS BKPM Institution, with the aim that the company is real and not manipulative and in the event of an unexpected event, the relevant parties will easily track the company's data and take action in accordance with applicable regulations. Business providers must also register their business in SIKAP (Provider Performance Integration System) with the aim of integrating LPSE account synchronization and *LKPP e-catalogue* later. In the ATTITUDE, business providers must enter all company data up to the company's NPWP and data on the company's directors who serve. The company must also ensure that their company is not affected by severe cases, because the account and NPWP must always be valid. If it is not valid, then it will not be able to participate in the procurement held by the government. When the company's status has been declared valid in the SIKAP, the provider can register its company with LPSE (Electronic Procurement Agency) to be able to participate in procurement held by the government. The procurement held by the government can be said to be of great value because the needs needed by the government are also large and numerous. Therefore, providers must also try their best when registering their companies in order to be able to follow and win the procurement that takes place. For new business providers, this can be a long process and take quite a lot of time because it takes a lot of paperwork to be attached and collected as needed. However, for business providers who are used to procuring in the government, this is an ordinary thing and is quite easy to do and can be done in a fairly fast time.

The *LKPP e-catalogue* is here to provide convenience and security in transactions for business actors because the transaction process does not need to take a long time because after conducting a competition through LPSE, the transaction process is carried out in the *LKPP e-catalog* in accordance with the KAK and mutually agreed offers. The ease of operation during the transaction process between providers and the government can also be seen from the menu options on the *LKPP e-catalog*. This can be felt and can be seen by business actors when their company has been registered and can officially be used to make transactions. Starting from *logging in* and inputting the product to be marketed, namely inputting the product starting from the name of the product, the country of the product creator, the value of TKDN (if any), PDN (Domestic Product) if any, then filling in the technical specifications in accordance with the columns that have been provided, entering photos of the product along with the brochure, to the selling price of the product. If all technical specifications and selling prices have been included, then the business provider can broadcast the product. The viewing process

can be an indication of whether the company is officially registered with all complete and valid documents, or vice versa. If the status indicator shows green (products can be broadcast and products can be sold), then the business provider can make a transaction with the government. However, on the other hand, if one of the indicators shows red (for example: the product can be shown, the product cannot be sold), then the business provider cannot make transactions with the government, and the business provider must check the completeness of the documents that have been collected. The next convenience that can be felt is when the product that has been aired will be transacted by the government. Providers only need to wait for the package made by the PPK (Commitment Making Officer) of the Ministry and negotiate if it has been made. When making a transaction, the task of the business supplier is to confirm the agreed price, carry out the package approval process, sign a cooperation contract between the business provider and the relevant Ministry, and carry out the process of sending and receiving goods (products) in accordance with the agreement. The security of transactions is also guaranteed because of an open system where every business actor can see the prices *of other competitors*, and one of the reasons for this open system is to compete in a healthy manner, and also avoid fraudulent practices (corruption) because all transaction processes carried out between business providers and their customers are clearly recorded in the system at the Central LKPP. If there is an indication of fraudulent practices in any form, there will be sanctions in the form of decreasing products that have been aired, and these sanctions will not be notified to the business actors concerned.

Although the LKPP *e-catalogue* provides convenience for business actors who use and operate it, there are several problems that are quite troubling and annoying, especially when business actors find this problem when they want to or are conducting transactions with their customers. The problem in question is a system that suddenly experiences a sudden outage and also important notifications that cannot appear which makes business actors ultimately have to monitor their product discussions regularly and is quite time-consuming. This is quite disturbing because this makes business actors have to make their time monitor the product discussion for a long time. This problematic system occurs because of traffic from business actors who use *the LKPP e-catalog* at the same time which ultimately causes system disruptions. Things like this are certainly very helpful for users in terms of convenience, because business actors have to find solutions to problems that arise suddenly. From the problems that arise, then there is an important suggestion in the form of improving the quality of the system with the aim that when many users enter the *LKPP e-catalog* (*crowded traffic*), then such disturbances can be ensured that they will not occur again and business actors can operate the *LKPP e-catalog* comfortably and calmly without having to think about system *errors* suddenly. In addition to improving the system, the activation of notifications is very important to make it easier for business actors to interact with their customers because with notifications, business actors do not waste much time monitoring products that are aired by business actors. In the end, the transaction process can be done very well without being controlled by problems.

In carrying out the procurement process, of course, business providers expect a victory that can be achieved. In addition to being a predicate, achievement, and

award for each business provider, this victory also brings a huge loss to the company. The *tender process* is usually carried out at LPSE. An important point in LPSE is the determinant of the success of a *tender*. Business providers must be on time to enter and register their companies to be able to follow the procurement process carried out by the government. The *tender process* at LPSE usually takes a long time because it takes days to be declared the winner. Business developers must ensure that all documents prepared are complete in accordance with applicable regulations, such as a list of workers, tools to be used, the number of workers (company employees) who will be placed in each government agency, to the best price. The best price is not only a price that is arbitrarily entered as low as possible for the sake of winning, but must calculate all operational costs in order to achieve a *Break Even Point (BEP)* and also the best price with a low value. This is a determining factor in the victory of a *tender*. There is also proof of the winner by attending the Ministry and bringing all the necessary and required tender documents in accordance with the LPSE. The business provider can be said to be the winner when it can prove all valid and valid documents and be registered with the BKPM OSS Institution, show all the documents requested by the PPK, and also provide the best price. If the business provider wins, and is invited to attend a government agency but cannot attend, then the winning status will be revoked and transferred to another winner. Therefore, simple things like this should not be underestimated and must be an important concern so that victory is always on the side of these business providers. When the business provider has been declared the winner in LPSE, then the business provider will make a transaction in the *LKPP e-catalog*. In the *LKPP e-catalog*, business providers must really understand and understand when filling out the things that need to be filled in the *e-catalog*. If the business provider cannot fill in matters related to the product to be marketed, then this will create confusion for the PPK who will make the transaction. This can be a threat to business providers in the following year when they are going to procure. The PPK will assess that there is an unpreparedness faced by the business provider. The business provider is in danger of not being chosen again if it cannot fill in the things that must be filled. Therefore, it is very necessary to have an understanding and understanding of the process of filling out the *LKPP e-catalogue*. The filling of the product to be marketed must, be clear, concise, concise, and understandable by all parties, both the business provider and the PPK. The filling process can be seen in competitors who market similar or similar products. This can help business providers to avoid confusion and also avoid threats related to procurement in the following year. The process of filling in products by business providers is very important because the more complete the information provided, the easier it will be for the PPK to understand the products that will be selected later, and this will increase the opportunity for business providers so that in the following year, the procurement carried out can be done by direct appointment (PL) between the PPK and the business provider in the *e-catalogue* LKPP without having to use LPSE. It seems trivial, but it has a big impact on the government and business providers. Therefore, for business providers, it is highly expected to be able to fill the products that will be marketed in accordance with applicable provisions to avoid threats in the procurement of the following year.

The integration process between the *LKPP and LPSE e-catalogue* has been well implemented, but for business actors who are just going to register their companies to be able to participate in government procurement, the steps of the registration process will seem long and difficult. This kind of thing must of course be studied as well as possible and must also be used to when experiencing things like this, in contrast to business actors who are used to participating in procurement in the government. Business actors who have been participating in government procurement for many years will certainly understand much better the flow process that they must go through. The latest integration has now appeared in the *LKPP e-catalog* where business actors must have a *verified vendor label* from LKPP by synchronizing the companies of business actors in ATTITUDE and must be registered with the OSS BKPM Institution. This is certainly very good because with the *verified vendor* label, business actors can still make transactions with the government and can become *trusted vendors* because of the *verified vendor* label that makes the business actor and the government feel safe as consumers. Business actors who do not take care of *the verified vendor* label or do not have a *verified vendor* label, will be threatened with not being able to participate in government procurement because they are considered unregistered, and the government as a consumer cannot see the price set by the business actor. Therefore, *the verified vendor* label is now important for business actors, and it is also a good integration because it will create a sense of security, trust, and also comfort when procuring with the government.

This research makes a significant contribution to various parties, including vendors, developers, and users. For vendors, the use of LKPP e-catalogue has proven to be able to improve the transaction process and expand the development of marketed products. Vendors who participate in procurement through the LKPP e-catalogue can compete healthily at competitive prices, while developing their technology and digitalization capabilities. This shows that the platform not only supports business aspects, but also encourages technology adaptation at the enterprise level.

For developers, the LKPP e-catalog plays an important role in increasing supervision of the procurement of goods and services, ensuring that the process runs transparently and is free from fraud. Developers can monitor all companies participating in procurement directly through the LKPP central system, so that violations can be immediately acted upon in accordance with regulations. In addition, procurement through LKPP e-catalogue provides new experiences and insights that support business progress for business actors, creating a safer and more efficient ecosystem.

For users, especially the ministry's PPK, the LKPP e-catalog makes it easier to identify the best prices from various vendors, while advancing local businesses and domestic products that meet TKDN standards. The system also helps users find the right vendors to work with, providing opportunities for vendors to improve their reputation. Furthermore, LKPP's e-catalogue supports the government's digital transformation program, which aims to create a more modern, efficient, and accountable procurement process.

CONCLUSION

The conclusions of this study are: 1. The LKPP E-catalogue is a very good and effective step from the government to support the ease of the procurement process of goods/services without having to waste a lot of time on the PPK and also business actors. 2. Integration in the e-catalogue of LKPP, LPSE, ATTITUDE, and OSS BKPM makes procurement synchronized between business providers and the government. 3. The LKPP E-catalogue is directly supervised by the Central LKPP where if there are business actors who are indicated to commit fraud in any form, then all products that are aired will be broadcast directly by the Central LKPP team. 4. With an open system, competitive price competition, and also the convenience of transactions, LKPP e-catalogue can make a safe and fast direct procurement process. 5. Business actors who get the verified vendor label increase the sense of trust for the government who will procure, and it will also be easier to be selected as the winner when participating in procurement.

The researcher's suggestions in this study are: 1. Improving the system that must be improved so that the convenience of transactions is not disturbed even though the traffic using the LKPP e-catalogue is very high. 2. Notifications that can be displayed when there is a product discussion or chat from potential consumers so that the response time can be done faster and also business actors do not have to wait by monitoring continuously. 3. For researchers who want to conduct more in-depth research on the LKPP e-catalogue, they can conduct research on the LKPP e-catalogue version 6.0 which is a development of the LKPP e-catalogue version 5.0.

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