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Influence Competence Official Procurement on Election Performance Tender Winner through Transparency-Accountability and Compliance Procedures on the Project Infrastructure in the Regency Tuban

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ABSTRACT

This study aims to analyze the effect of procurement officials' competence on the performance of tender winner selection, with transparency and accountability, as well as procedural compliance, serving as mediating variables in infrastructure projects in Tuban Regency, Indonesia. This research employs a quantitative explanatory approach using a survey method. The population comprises all parties involved in infrastructure project procurement. The sample consists of 120 respondents, including Procurement Officials, Tender Evaluation Committee Members, Commitment-Making Officials (PPK), personnel from the Procurement Services Unit (UKPBJ), and other relevant stakeholders, selected using a purposive sampling technique. Data were collected through questionnaires employing a five-point Likert scale, documentation, and a literature review. The data were subsequently analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS software. The results indicate that: (1) procurement officials' competence has a positive and significant effect on tender winner selection performance ($\beta = 0.324$; $T = 3.012$; $p = 0.003$); (2) transparency and accountability partially mediate the relationship between procurement officials' competence and tender winner selection performance ($\beta = 0.177$; $T = 2.412$; $p = 0.016$); and (3) procedural compliance also partially mediates this relationship ($\beta = 0.153$; $T = 2.156$; $p = 0.031$). The structural model explains 51.2% of the variance in tender winner selection performance ($R^2 = 0.512$), while the remaining 48.8% is attributable to other factors not included in the model. These findings highlight that procurement officials' competence serves as a fundamental determinant of the quality of construction service provider selection, while its positive impact is further strengthened by good governance mechanisms, particularly transparency, accountability, and procedural compliance.

1. Introduction

Infrastructure development is one of the priority main government in push growth economy , regional equality , and improvement quality service public . In project infrastructure government , procurement goods / services hold role strategic Because determine quality provider service construction that will be carry out work (Umar et al., 2025) . Election tender winner who does not appropriate can cause delay project , low quality construction , swelling costs , up to dispute contract (Sasmita et al., 2026). In general national , various problem procurement construction Still often found , start from low quality tender evaluation , lack of openness information , and weakness accountability of the election process provider , until non-compliance to procedure . This means that success project infrastructure No only determined by aspects technical construction , but also by the quality of governance procurement , in particular competence officials procurement in operate election provider in a way professional , transparent , and appropriate regulation (Judijanto et al., 2025).

Official procurement responsible answer evaluate aspect administration , technical , and pricing , as well as set assessed providers capable carry out work in accordance need government . In in practice , still found indication not enough optimally understanding regulation , weakness integrity in evaluation , less professionalism

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implementation tasks , and the lack of experience handling complex construction tenders (Artahsasta , 2024) . Conditions the potential lower transparency and accountability as well as weaken compliance to procedure procurement , so that decision election provider No fully objective and not reflect principle *value for money* (Wibowo et al, 2026) .

Regency Tuban is one of the district in East Java with intensity development high infrastructure . Based on the Regent 's Decree Tuban about Determination Project Strategic Year 2025 Budget , there are various package work infrastructure with a total budget more from Rp. 74 billion , including improvement roads , drainage , SPAM, rehabilitation channels and facilities health (JDIH Tuban , nd). During 2021–2023, the government the area also increases road district and road axis village along 628.52 km and build road environment along 848.75 km. Attention towards governance procurement in the region This the more big after evaluation Commission Eradication Corruption emphasize supervision based risk , transparency , efficiency , and accountability in projects strategic area . Evaluation the covers findings of a deficient tender process competitive and the need for *probity audit* (KPK, nd).

Study previously show that competence source Power man procurement influential positive to effectiveness procurement and quality results election providers (Rizal & Ramly , 2023; Rusdin , 2025). Other studies highlight importance transparency and accountability in governance procurement (Samudra et al., 2024; Sembiring , 2026), as well as compliance procedure as determinant success procurement (Agustina, 2019). However , some big study the discuss variables in a way partial , done in context administration procurement in a way general , and place transparency , accountability , and compliance procedure as variables independent directly , not as mechanism mediation . With however , still there is gap study in the form of lack of an integrated model that integrates competence officials procurement , transparency-accountability , compliance procedures and performance election tender winner on the project infrastructure area .

Study This aims (1) to analyze influence competence officials procurement to performance election tender winner ; (2) analyze role transparency-accountability in mediate influence and (3) analyze role compliance procedure in mediate influence mentioned in the project infrastructure in the Regency Tuban . In general theoretical , research This enrich study management construction , theory competence , and implementation *good governance* in procurement goods / services government . In general practical , the results can become references for Government Regency Tuban and UKPBJ in strengthen capacity officials procurement as well as system transparent , accountable and compliant procurement regulation .

2. Literature Review

2.1 Foundation Conceptual and Theoretical

Competence Official Procurement

Competence No only related with knowledge and skills technical , but also includes behavior , attitude , integrity , and experience work that influences quality implementation tasks (Tuarita et al., 2025). In organization public , competence determine quality service , effectiveness taking decisions , and the success of government programs (Fitriyah & Suliyadi , 2018). Spencer and Spencer (2008) define competence as characteristics base related individuals in a way causal with performance effective or superior. Competence the consists of on five characteristics , namely *motives* , *traits* , *self-concept* , *knowledge* , and *skills* . In study this , competence officials procurement measured through four adapted indicators from theory said : (a) knowledge regulation (*knowledge*), namely understanding about stages procurement , method evaluation , requirements , and mechanisms determination winner ; (b) integrity (*traits*), namely honesty , independence , and consistency in avoid conflict interests ; (c) professionalism (*self-concept*), namely implementation task in a way objective , disciplined , and responsible answer ; and (d) experience (*skills*), namely involvement in handle project tenders construction government (W et al., 2025).

Transparency-Accountability

Transparency and accountability is principle main governance good governance . Transparency refers to openness in provide relevant and easy information accessible to stakeholders interests (Rosidah et al., 2023). In procurement , transparency realized through openness tender information , clarity of the evaluation process , and openness to supervision and audit, so push competition healthy and pressing potential deviation (Rahmarta , 2024). Accountability is obligation accountable for processes and results implementation task based on

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provisions and evidence legitimate administration (Wahyudi , J., 2022) . Accountability covers dimensions legal , administrative , and professional (Raba, 2006; Sawir , 2017). Variables This measured through five indicators : openness tender information , clarity of evaluation process , procurement process documentation , accountability decisions , and openness to supervision .

Compliance Procedure

Compliance procedure is level obedience individual or organization to rules , standards , and procedures that have been determined (Husain & Santoso, 2022). In procurement goods / services government , compliance covers obedience to tender stages , conformity with regulation , order administration , and consistency evaluation offer (Agustina, 2019). Non-compliance can trigger lawsuit participants , disputes contract , delay project , up to state losses (Permata, 2024). The indicators covering suitability with regulations procurement , compliance to tender stages , order administration , consistency evaluation offers , and the minimum deviation procedure .

Election Performance Tender Winner

Election performance the tender winner is level success of the election process in produce provider service capable construction carry out work in accordance need project . This performance measured from success administrative at a time quality selected providers (Ardiansyah et al., 2025). The selection process implemented in a way gradually , starting from planning , preparation , implementation selection , evaluation offers , and determination winner , until signing contract (Arsana , 2016). The indicators covering accuracy election providers , effectiveness of the tender process, quality results selection , accuracy tender process time , and minimal dispute procurement (Sasmita et al., 2026).

2. Review Studies Empirical

A number of studies has study connection between competency , governance , and results procurement . Susanto (2016) found that competence influential positive to behavior apparatus in procurement goods / services in Palembang City. Prasetyo and Isnowati (2025) proved that that HR competency has an influence positive to effectiveness budget procurement through mediation compliance to regulations procurement . Patar et al. (2024) showed that competence implementer procurement lower *fraud* procurement in Central Lombok Regency . Wirakusumah et al. (2024), through approach qualitative , finding that HR competency and SOP influence success service procurement . Meanwhile that , Emirsyah et al. (2023) identified quality documents , evaluation offers , and competencies personnel as reason problem procurement in Bogor City.

In terms of governance , Sumanto (2021) proved that that transparency and accountability influential positive to performance management budget . Samudra et al. (2024) and Sembiring (2026) emphasized role transparency and accountability through *e-procurement* in pressing risk corruption . In this aspect election tender winner , Andhika (2017) used *Analytical Hierarchy Process* and finding that factor technical , administrative , and performance contractor determine tender winner . Wahyudi , O. (2022), Artahsasta (2024), and Ilhamdi (2025) found that factor administrative , technical , completeness documents and prices offer determine victory contractor .

In a way general , review empirical This show that study previously more Lots look at tender win from side contractor , or put competence , transparency , accountability , and compliance as standing variables Alone to effectiveness procurement and prevention *fraud* .

2.2 Identification of the Gap Study

Based on synthesis conceptual and review empirically , there are a number of gap research . *First* , from side perspective , part big study about election tender winners focus on factors victory contractors (Andhika , 2017; Artahsasta , 2024; Ilhamdi , 2025), not on internal government factors as the party that evaluates and determines winner . *Second* , from model side , transparency , accountability , and compliance procedure generally tested as variables independent directly , even though in a way theoretical all three can play a role as bridging mechanism influence competence to quality tender decision . *Third* , from side variables dependent , research previously measure effectiveness budget , behavior apparatus , or *fraud* (Prasetyo & Isnowati , 2025; Patar et al., 2024), not performance election tender winner in specific . *Fourth* , from side context , study on the project infrastructure construction government area with intensity procurement high , such as Regency Tuban , still limited . Research This

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designed For fill in gap the through a mediation model double based on SEM-PLS.

2.3 Conceptual Development Framework

Competence officials procurement (X) is positioned as variables independent , transparency-accountability (Z1) and compliance procedure (Z2) as variables mediation , as well as performance election tender winner (Y) as variables dependent . Competence predicted influential direct to performance election tender winner (H1), at the same time influential No direct through transparency-accountability (H2) and compliance procedure (H3).

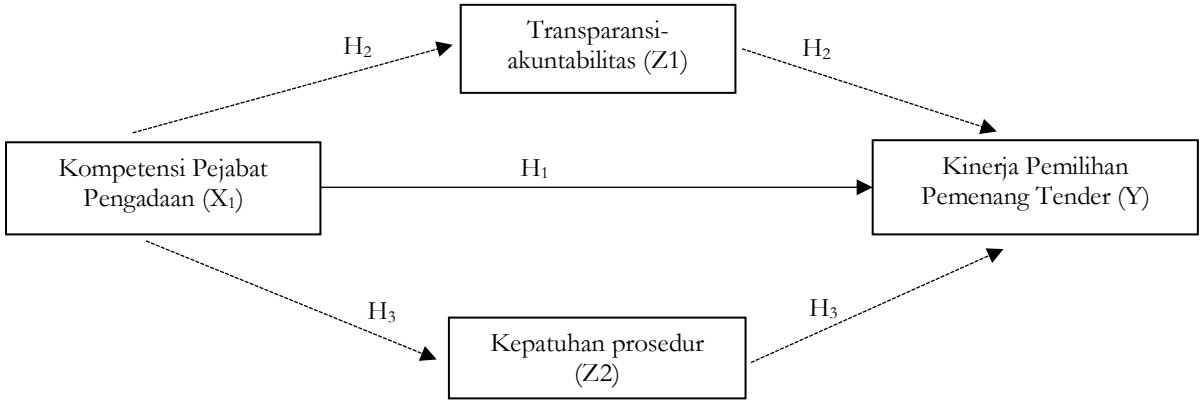


Figure 1. Conceptual Framework

2.4 Hypothesis or Study Proposal

Based on description said, the hypothesis First formulated:

- **H 1 :** Competence officials procurement (X) has an effect positive to performance election tender winner (Y).
- **H 2 :** Transparency-accountability (Z1) mediates influence competence officials procurement (X) against performance election tender winner (Y).
- **H 3 :** Compliance procedure (Z2) mediates influence competence officials procurement (X) against performance election tender winner (Y).

3. Research Methods

3.1 Research Design

Study This use approach quantitative explanatory *research* , namely research that explains connection causal intervariable through testing hypothesis (Sugiyono , 2013; Creswell, 2014). Data were collected with method survey . Approach This chosen Because study No only describe phenomenon procurement , but also explains How competence officials procurement influence performance election tender winner , either in a way direct and through variables mediation .

3.2 Context and Background Study

Study implemented in the environment procurement goods / services project infrastructure Government Regency Tuban , East Java , in 2026. Procurement in the area This coordinated by the Procurement Section Goods /Services and Development Administration (PBJAP) of the Regional Secretariat , which oversees UKPBJ, with Service Procurement In a way Electronic (LPSE) as the main media tender implementation .

3.3 Population and Sample

Population study is all over parties involved in procurement project infrastructure in the Regency Tuban , including Official Procurement , Working Group Election , PPK, UKPBJ, and parties related others . Sample determined with technique *purposive sampling* based on criteria following : (a) involved in the procurement process goods / services government ; (b) ever involved in project tenders infrastructure ; (c) experienced as officials procurement , working group Election , PPK, or officials related ; and (d) understand procedure procurement in accordance regulations . A total of 120 questionnaires distributed and all return as well as worthy analyzed (*response rate* 100%). Total This fulfil need SEM-PLS analysis (Sholihin & Ratmono , 2021).

3.4 Data Sources and Collection

Primary data was obtained through questionnaire closed shared to respondents . Secondary data obtained through documentation , namely regulations procurement , documents and reports government regions (LKjIP 2024, LPPD 2025, and KUA 2026), as well as LPSE information , and through studies literature in the form of books , journals , and results study previous .

3.5 Measurement Variables and Instruments Study

Instrument consists of over 57 grains statement : 12 points For competence officials procurement (4 indicators) and 15 items each For transparency-accountability , compliance procedures and performance

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election tender winner (5 indicators). Each indicator measured with three item . Measurement use five- level Likert scale : Very Disappointing Agree (1), No Agree (2), Neutral (3), Agree (4), and Strongly Agree (5). Analysis results descriptive categorized as following : 1.00-1.80 (very low), 1.81-2.60 (low), 2.61-3.40 (medium), 3.41-4.20 (high), and 4.21-5.00 (very high).

Table 1. Operationalization Variables

Variables	Indicator
Competence Official Procurement (X)	Knowledge regulation , integrity , professionalism , experience
Transparency-Accountability (M1)	Openness information , clarity evaluation , documentation , accountability decisions , openness supervision
Compliance Procedure (M2)	Compliance regulation , compliance stages , order administration , consistency evaluation , minimal deviation
Election Performance Tender Winner (Y)	Accuracy selection , tender effectiveness , quality results , accuracy time , minimal disputes

3.6 Data Analysis Techniques

Data analyzed using SEM-PLS with help SmartPLS . Method This chosen because the model loads connection direct and mediation , using indicator reflective , and not requires normal distribution in general strict (Hair et al., 2021; Ghozali & Fuad, 2014). Stages analysis covering *editing* , *coding* , tabulation , analysis descriptive , evaluation *outer model* , and evaluation *inner model* . Equation structural model formulated as following :

$M1 = \gamma_1 X + \zeta_1$ (1)

$M2 = \gamma_2$

Description : X is competence officials procurement ; M1 is transparency-accountability ; M2 is compliance procedure ; Y is performance election tender winner ; γ and β are coefficient path ; and ζ is error structural testing hypothesis done with procedure *bootstrapping* . Hypothesis accepted if the T- statistic is > 1.96 and the p-value is < 0.05. Influence mediation tested through *specific indirect effect* .

3.7 Validity , Reliability , and Trustworthiness

Validity convergent assessed from *outer loading* (> 0.70) and *Average Variance Extracted* (AVE > 0.50). Validity discriminant assessed with criteria Fornell-Larcker , namely root the square of AVE of a construct must more big than the correlation with other constructs (Fornell & Larcker , 1981). Reliability assessed from Cronbach's Alpha and *Composite Reliability* (> 0.70). Structural model evaluated through R^2 (0.75 strong ; 0.50 moderate ; 0.25 weak), Q^2 (> 0 means relevant in a way predictive), and f^2 (0.02 small ; 0.15 medium ; 0.35 large) (Hair et al., 2021).

3.8 Consideration Ethical

Study This involving apparatus government as respondents so that principle ethics study implemented . *First* , participation nature voluntary . Respondents get explanation about objective research and guidance filling questionnaire . *Second* , confidentiality and anonymity guarded . Questionnaire confirm that the data required No related with information personal respondents , and the results served only in form aggregates , for example position , age , and experience , so No can traced to individual certain . *Third* , the data is used solely For interest academic . *Fourth* , integrity academic guarded through objective data processing , reporting results What existence , and citation source in accordance rules scientific .

3.9 Procedure Study

Study implemented in five stages . Stages *First* is planning , which includes identification governance phenomenon procurement infrastructure in the Regency Tuban , study literature , determination variables , as well as compilation framework conceptual and hypothetical stages *second* is compilation instrument based on theory Spencer and Spencer (2008) competency principles *good governance* and regulation procurement stage *third* is data collection through questionnaire to 120 selected respondents in a way purposive , equipped documentation and studies bibliography . Stage *fourth* is data processing with SmartPLS , includes analysis descriptive , evaluation *outer model* , evaluation *inner model* , hypothesis testing , and mediation testing . Stage *fifth* is interpretation results , discussion , withdrawal conclusion , and formulation implications theoretical and practical .

3.10 Limitations Methodological

Study This own a number of limitations methodological . *First* , the locus study only Regency Tuban , which has reach UKPBJ Proactive Level 3 award from LKPP so that level maturity of governance Possible different with other areas . *Second* , the data is perception (*self-reported*) so that potential cause *common method bias* and *social desirability bias* , especially Because competence assessed by respondents itself . *Third* , design *cross-sectional* No capable catch change competence and performance from time to time . *Fourth* , technique *purposive sampling* with 120 respondents fulfil SEM-PLS requirements , but limit generalization . Besides that , perspective provider service construction Not yet represented .

4. Results and Discussion

4.1 Description of Research Object

Regency Tuban located on the route Pantura and become door gate East Java from direction Central Java . The land area is 1,839.94 km², the coastline is about 65 km, and its area covers 20 sub-districts , 311 villages , and 17 urban villages . As area industry and energy strategic , Tuban Keep going increase development infrastructure , and KUA 2026 places infrastructure as priority development area . Procurement implemented through SPSE/LPSE

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which publishes announcement package , document selection , schedule , budget and HPS, up to announcement winner . Accountability strengthened through Regulation Regent Tuban Number 29 of 2022, distribution authority of PA/KPA–PPK–Pokja –UKPBJ, assessment performance provider , transaction non-cash , RUP evaluation through SiRUP , as well as APIP and BPK audits.

4.2 Characteristics Respondents

Table 2. Characteristics Respondents (n = 120)

Characteristics	Category	Amount	%
Type sex	Male Female	89 / 31	74.17 / 25.83
Age	< 30 / 30–40 / 41–50 / > 50 years	18 / 42 / 38 / 22	15.00 / 35.00 / 31.67 / 18.33
Education	High School / Diploma 3 / Bachelor's / Master's	15 / 21 / 62 / 22	12.50 / 17.50 / 51.67 / 18.33
Position	Official Procurement / Working Group / PPK / UKPBJ / Others	28 / 31 / 35 / 16 / 10	23.33 / 25.83 / 29.17 / 13.33 / 8.33
Experience	< 2 / 2–5 / 6–10 / > 10 years	14 / 38 / 40 / 28	11.67 / 31.67 / 33.33 / 23.33
PBJ Certification	Have / Don't own	52 / 68	43.33 / 56.67

Source : Processed primary data (2026)

Respondents dominated male (74.17%) and are at the age of productive 30–50 years (66.67%). Most of them with a bachelor's degree (51.67%), and the composition his position reflect actor procurement as arranged in Presidential Decree Number 16 of 2018. The majority respondents own 2–10 years of experience . However , 56.67% of respondents Not yet own certification procurement goods / services . Findings This become notes important for strengthening competence .

4.3 Analysis Descriptive Variables

Table 3. Summary Description Answer Respondents

Variables	Average	Indicator highest	Indicator lowest	Category
Competence (X)	3.94	Integrity (4.12)	Experience (3.78)	Tall
Transparency-Accountability (Z1)	3.92	Openness to supervision (4.05)	Documentation procurement (3.81)	Tall
Compliance Procedure (Z2)	3.90	Compliance with regulation (4.01)	Consistency evaluation offer (3.82)	Tall
Election Performance (Y)	3.82	The lack of dispute (3.90)	Accuracy tender time (3.72)	Tall

Source : Processed primary data (2026)

All over variables is in the category high integrity get mark highest , in line with UKPBJ Proactive Level 3 achievements. On the other hand , experience , documentation , consistency evaluation and accuracy tender time becomes point weak relative need repaired .

4.4 Outer Model Evaluation

Table 4. Outer Loading, AVE, and Reliability

Variables	Outer Loading Range	AVE	Cronbach's Alpha	Composite Reliability	Decision
Competence (X)	0.791 – 0.854	0.685	0.846	0.897	Valid & reliable
Transparency-Accountability (Z1)	0.798 – 0.845	0.677	0.879	0.913	Valid & reliable
Compliance Procedure (Z2)	0.789 – 0.851	0.671	0.875	0.911	Valid & reliable
Election Performance (Y)	0.784 – 0.842	0.673	0.878	0.912	Valid & reliable

Source : Processed primary data with SmartPLS (2026)

All over indicator own *outer loading* > 0.70. Highest value found in integrity (0.854) and compliance stages (0.851), whereas mark lowest lies in the accuracy tender time (0.784). All AVE > 0.50 and all Cronbach's Alpha and CR values are > 0.70, so instrument declared valid convergent and reliable .

Table 5. Fornell-Larcker Criterion

Variables	X	M1	M2	Y
Competence (X)	**0.828**			
Transparency-Accountability (M1)	0.624	**0.823**		
Compliance Procedure (M2)	0.598	0.572	**0.819**	
Election Performance (Y)	0.556	0.548	0.534	**0.820**

Note : diagonal is root AVE squared .

Root squared AVE of each construct more big than the correlation with construct others , so that validity discriminant fulfilled .

4.5 Inner Model Evaluation

Table 6. R-Square, Q-Square, and f-Square

Endogenous variables	R^2	Category	Q^2
Transparency-Accountability (Z1)	0.389	Currently	0.256
Compliance Procedure (Z2)	0.358	Currently	0.232

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Election Performance (Y)	0.512	Currently	0.338

Connection	f²	Category
Competence → Transparency-Accountability	0.636	Big
Competence → Compliance Procedure	0.558	Big
Competence → Performance	0.148	Currently
Transparency-Accountability → Performance	0.098	Small
Compliance Procedure → Performance	0.085	Small

Source : Processed primary data with SmartPLS (2026)

Competence explains 38.9% of the variance transparency-accountability and 35.8% variance compliance procedure . Third variables exogenous in a way together explains 51.2% of the variance performance election tender winner . All $Q^2 > 0$ so the model has relevance predictive . The f^2 value shows that competence influential big to second governance mechanisms .

4.6 Testing Hypothesis

Table 7. Results of the Influence Test Direct Effect

Connection	Coefficient	T-Statistics	P-Value	Decision
Competence → Performance (H1)	0.324	3,012	0.003	H1 accepted
Competence → Transparency-Accountability	0.624	8,456	0,000	Significant
Competence → Compliance Procedure	0.598	7,923	0,000	Significant
Transparency-Accountability → Performance	0.284	2,567	0.011	Significant
Compliance Procedure → Performance	0.256	2,345	0.019	Significant

Table 8. Mediation Test Results (Specific Indirect Effect)

Connection	Coefficient	T-Statistics	P-Value	Decision
Competence → Transparency-Accountability → Performance (H2)	0.177	2,412	0.016	H2 is accepted (mediation) partial)
Competence → Compliance Procedure → Performance (H3)	0.153	2,156	0.031	H3 is accepted (mediation) partial)

Table 9. Summary Influence Direct , No Direct , and Total

Influence	Coefficient	Proportion against Total
Direct (X → Y)	0.324	49.5%
No direct via Z1	0.177	27.1%
No direct via Z2	0.153	23.4%
Total effect	**0.654**	100%

Source : Processed primary data with SmartPLS (2026)

All over track significant . Because of the influence direct still significant after variables mediation entered , both mediators are partial . In combination , path No direct donate about 50.5% of the total influence competence to performance election tender winner .

4.7 Discussion

4.7.1 Influence Competence Official Procurement on Election Performance Tender Winner

Competence officials procurement influential positive and significant to performance election tender winner (β=0.324; T=3.012; p=0.003). Findings This support Spencer and Spencer's (2008) theory that characteristics individual , namely knowledge , skills , concepts self , nature , and motives, are related in a way causal with superior performance . Knowledge regulations allows officials procurement apply Presidential Decree Number 16 of 2018 and the changes in a way right . Integrity push objective and free evaluation conflict interests . Professionalism ensure every stages executed with discipline , whereas experience help anticipate problem during the tender. This result in line with Susanto (2016) and Prasetyo and Isnowati (2025). The UKPBJ Proactive Level 3 Award from LKPP was achieved Regency Tuban become indication empirical that strengthening competence impact on the quality of governance . Although Thus , the value lowest on the indicator experience (3.78) and height proportion respondents without certification (56.67%) shows that room improvement Still big .

4.7.2 The Role of Transparency-Accountability as Variables Mediation

Transparency-accountability mediate in a way partial influence competence to performance

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election tender winner (β=0.177; T=2.412; p=0.016). Official competent procurement more capable run tenders open , start from announcement information and delivery criteria evaluation until openness to supervision , as well as capable accountable decision with complete documentation . Quality of governance the Then increase quality decision determination winner . In the Regency Tuban , mechanism This supported by LPSE and APIP and BPK supervision , which is reflected from height score openness to supervision (4.05). Findings This in line with Sumanto (2021), Samudra et al. (2024), and Sembiring (2026). The low score documentation procurement (3.81) shows that aspect accountability administrative Still become point weak that can reduce effectiveness track mediation This .

4.7.3 Compliance Role Procedure as Variables Mediation

Compliance procedures also mediate in a way partial (β=0.153; T=2.156; p=0.031). Officials procurement that understands regulation and experience more capable operate every stages , namely RUP through SiRUP , preparation of KAK, HPS, and specifications technical , election through SPSE, evaluation administration , technical , price , and qualification , as well as contract , according to provisions . As a result , the election process become more fair and objective and minimal disputes . SPSE strengthens mechanism This Because provide electronic audit trail . Findings This consistent with Agustina (2019) and Prasetyo and Isnowati (2025), who placed compliance to regulations as a mediator between HR competency and effectiveness procurement . Lowest score on consistency evaluation offer (3.82) shows the need guidelines further evaluation standardized .

4.7.4 Findings New (Novelty)

Study This give three contribution new . *First* , research This shift focus study election tender winner from side contractor to internal government side as taker decision . The result prove that competence officials procurement is determinant important quality selected providers . *Second* , research This prove in a way empirical existence mediation double . Half influence competency (±50.5%) is distributed through transparency-accountability and compliance procedures , so that improvement competence without strengthening governance system only will produce part benefits . *Third* , research This offers an integrated model competence – *good governance* – relevant tender performance for government area with intensity project infrastructure high and can replicated in other areas .

5. Conclusion

5.1 Conclusion

Competence officials procurement influential positive and significant to performance election tender winner on the project infrastructure in the Regency Tuban (β=0.324; T=3.012; p=0.003). Transparency-accountability mediate in a way partial influence (β=0.177; T=2.412; p=0.016), as well as compliance procedure (β=0.153; T=2.156; p=0.031). Total influence competence to performance election tender winner of 0.654, and the model explains 51.2% of the variance performance . With Thus , competence officials procurement is foundation the main influence reinforced by mechanisms *good governance* .

5.2 Contribution Theoretical

Study This strengthen theory Spencer and Spencer's (2008) competencies in context procurement construction government . Research this also enriches study *good governance* with show that transparency , accountability , and compliance procedure functioning as mechanism mediation , not just principle normative .

5.3 Implications Practical and Policy

Government Regency Tuban need make improvement competence officials procurement as priority development of human resources of civil servants , including obligatory PBJ certification and provide incentive for officials certified . Strengthening transparency and accountability can done through LPSE optimization , improvements quality documentation , and strengthening the role of APIP, including through *probity audit* . Compliance procedure need enforced through internal control , evaluation periodic , and sanctions firm on violations . The UKPBJ institution also needs to Keep going strengthened so that the achievement Proactive Level 3 can maintained and improved .

5.4 Limitations Study

Study This own a number of limitations . *First* , the research only done in one regency so that generalization limited . *Second* , the data is perception and competence assessed by the respondent (*self-assessment*), so potentially biased. *Third* , the model only load four variables , while 48.8% of the variance

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performance explained by other factors such as culture organization , leadership , system internal control , budget , and technology information . *Fourth* , design *cross-sectional* No catch dynamics intertemporal . *Fifth* , perspective provider service construction Not yet involved .

5.5 Suggestions and Directions Study Furthermore

For Government Regency Tuban and UKPBJ: organize guidance technical and PBJ certification routine ; considering experience procurement in assignment and rotation position ; arrange *checklist* as well as guidelines evaluation standardized offers and perform calibration evaluation between members Working Group ; and put things in order documentation of RUP , KAK, HPS, evaluation minutes and contracts in a way complete and systematic .

For researchers furthermore : expand locus to a number of district / city or ministry / institution ; add variables like culture organization , style leadership , internal control , and utilization technology information , including variables moderation like internal control ; using *mixed methods* and longitudinal design ; developing measurement objective competencies , for example evaluation superior or colleague colleagues ; and involving provider service construction as respondents .

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