

THE PROCESS OF PROCURING GOODS AND SERVICES USING THE TENDER METHOD AT THE LOGISTICS DIVISION ON THE HEAD OFFICE OF PT BRI ASURANSI INDONESIA JAKARTA

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Abstract

Tender procurement is an activity that is carried out openly to meet the demand for needs within a company by considering considerations in terms of quality, quantity, delivery time, as well as price and is usually used for procurement in large quantities and values which are also complex. The aim of this research is to determine the process of procuring goods and services using the tender method and the obstacles in implementing the procurement process using the tender method at PT. BRI Asuransi Indonesia Head Office Jakarta. This research uses a descriptive qualitative research method using data collection techniques, namely interviews, observation and documentation, then obtaining data sources from primary data and secondary data which are processed using data analysis techniques through reduction, presentation and drawing conclusions as well as applying triangulation of source data and time. The results of this research indicate that the implementation of the procurement process using the tender method at PT. BRI Asuransi Indonesia Jakarta Head Office has complex procedures and is guided by the procedures stated in the decision letter. The stages start from the distribution of announcements, the analysis process, document collection, document assessment, clarification and negotiation, announcement of winners, to the issuance of purchase order documents and work orders. The process of tender procurement has not been carried out effectively because there are still obstacles found in the process, namely (1) there is a process that is carried out manually and (2) the length of time for the process of making agreement documents. The company can overcome these obstacles by implementing an e-procurement system to speed up the process, accompanied by providing outreach regarding how to use it and then also improving coordination between the compliance and risk management division and the legal team related to creating applicable document templates to save inspection time.

Keywords : Process, Procurement, Tender.

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DOI: <https://doi.org/10.61796/ijmi.v1i2.129>



Introduction

Procurement of goods and services is an activity to meet company needs by considering quality, quantity, delivery time and price (Hamkah, 2023). The procurement method commonly used is tendering, especially for large and complex procurements (Hamkah, 2023). However, this method is vulnerable to problems such as manipulation, unfair competition, budget waste, and complicated filing so that procurement is not on time (Tedi Kusniadi, 2024). Therefore, a good procurement process is needed by applying procurement principles and information technology.

The procurement process is a series of steps from setting targets to achieving goals, involving people, technology and resources (Handyaningrat, 2011; Nurlia, 2017). If one of the factors is problematic, the process can be disrupted. The procurement stages start from preparation to signing the contract (Gowasa, 2022). An optimal, effective and efficient system can make management easier and minimize problems.

Conventional tender procurement has weaknesses such as bribery, discrimination and lack of transparency (Sucahyo, 2012; Rahayu & Sri, 2022). An electronic system is recommended to create transparent, fair and corruption-free procurement (Azmy, 2021). Presidential Regulation of the Republic of Indonesia Number 17 of 2023 and Circular Letter of the Minister of BUMN No. SE-05/MBU/7/2015 requires electronic procurement. However, PT BRI Asuransi Indonesia has not implemented e-procurement, so the manual tender process takes a long time, around three to six months.

Previous research by Alfiandri, et al. (2021) shows that time is a crucial factor in procuring goods and services. Using an e-procurement system is the right step to improve the procurement process, create efficiency, increase transparency, and create healthy competition between providers. Based on this problem, the author is interested in researching more deeply the process of procuring goods and services using the tender method in the Logistics Division of PT BRI Asuransi Indonesia, Jakarta Head Office, which is outlined in the final research assignment entitled "***The Process of Procuring Goods and Services Using the Tender Method in the Logistics Division of PT BRI Indonesian Insurance Head Office Jakarta***".

Methods

Data collection using this qualitative method is supported by facts that occur when conducting research in the field (Abdussamad, 2021). This research was conducted using descriptive qualitative research methods to collect information that is based on facts that occur in the field at the company PT. BRI Asuransi Indonesia Head Office Jakarta. The research locus focuses on where the research was conducted. The research was conducted in procurement process. The research location is at PT. BRI Asuransi Indonesia Head Office in Jakarta, Graha BRI Insurance, Jl Mampang Prapatan Raya No. 18 South Jakarta, DKI Jakarta (12790). In qualitative data collection techniques (Sugiyono, 2018) expresses his opinion that data collection techniques must be carried out in a natural situation without any deliberate setting in order to match the objectives expected by the researcher. The data collection techniques used by researchers are:

1. Interview

According to (Sugiyono, 2018), interviews are question and answer activities, discussions and exchanges of ideas between three people to achieve the objectives of a particular topic. Researchers conducted interviews with informants who had been selected.

2. Observation

Observation is the activity of direct observation of research objects to collect data about ongoing activities (Feny et al, 2022). Researchers made direct observations at the research location to see firsthand the process of procuring goods and services using the tender method carried out by PT BRI Asuransi Indonesia, Jakarta Head Office.

3. Documentation

Documentation is a way of obtaining data and information in the form of books, documents, archives, writing, numbers and images in the form of reports and other information that supports research (Sugiyono, 2015). Researchers collected notes, documents and photos related to the process of procuring goods and services using the tender method.

Data analysis techniques according to (Sugiyono, 2018) are steps in releasing data that has been obtained from interviews, observations, and documentation, selecting data, and presenting the data that has been obtained. The data analysis techniques used by researchers are:

1. Data reduction

The data reduction process involves summarizing, making important points, grouping, and focusing on the main discussion according to themes to select irrelevant data. In this research, data reduction was carried out through selecting and selecting data from on-site observations and interviews with employees of the logistics division of PT BRI Asuransi Indonesia, Jakarta Head Office.

2. Data presentation

Data presentation is the process of describing the results of data collected in the form of narrative text, short descriptions, flowcharts and charts to unify information and make it easier to understand a phenomenon. In this research, data presentation is carried out through descriptions of information in narrative text and tables.

3. Conclusion drawing

Drawing conclusions in qualitative research produces new findings from data analysis. The final result can be a description or picture of an object that was previously unclear (Sugiyono, 2012). Conclusions were drawn after data analysis in the field and after field activities were completed, based on field notes, observations at PT BRI Asuransi Indonesia Jakarta Head Office, and interviews with employees who carried out the procurement process using the tender method.

Results and Discussion

3.1 Process of Procurement of Goods and Services using the Tender Method in the Logistics Division of PT BRI Asuransi Indonesia Jakarta Head Office

Implementation of the procurement process in the Logistics Division begins with a request from a user or work unit which is submitted to the logistics department to start the procurement process. Procurement is carried out to meet needs in the form of goods and services.

According to the results of researchers' observations, the process of procuring goods and services using the tender method in the Logistics Division has been regulated in an SOP known as a Decree. This Decree is a document of work provisions or guidelines at PT BRI Asuransi Indonesia which must be followed by workers, because it has been ratified based on the director's approval.

For more details, the process of procurement of goods and services using the tender method at PT BRI Asuransi Indonesia is carried out based on procedures that have been determined by the company and stated in a decision letter. The decision letter regarding the procurement provisions itself will usually also undergo evaluation from input from procurement implementers to the KMR division in order to assess the effectiveness and efficiency of the running of this process.

The procedures contained in the provisions and used in the tender method procurement process for companies in detail have the following flow:

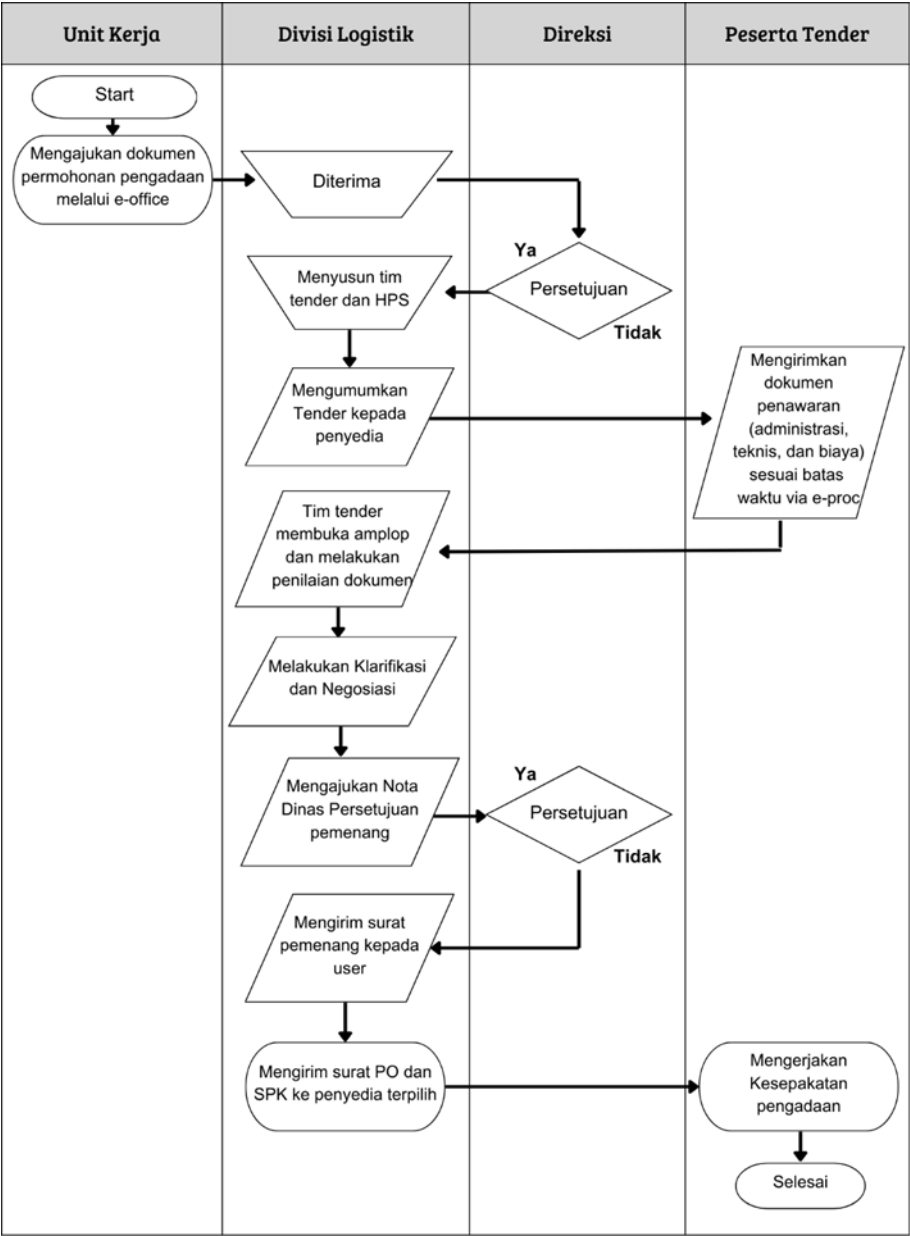


Figure 3. 1 Procedures for Procurement of Tender Goods and Services
Source: PT. BRI Insurance Indonesia, 2024

1. The logistics division receives a procurement request letter from the initiator work unit which is accompanied by a principle permit approved by the relevant director and a price estimate.
2. The logistics division submits a permit to carry out procurement by tender to the Director of Finance and Operations.
3. The logistics division received a disposition from the director to continue the tender process.
4. A tender team is formed, consisting of the initiator work unit, representatives of the Legal team, KMR division, Accounting and Finance division, and other necessary divisions, as well as determining the HPS (Self Estimated Price).
5. The work unit creates an RFP (Request for Proposal) which contains BRS (Business Requirement Specification) and TOR (Term Of Reference) for logistics.
6. The logistics division announces tenders via email to providers who meet the company's qualifications.
7. The tender team carries out *aanwijzing* to explain the contents of the RFP to tender participants.
8. Bidders send administrative, technical and cost bid documents according to the specified time limit.
9. The tender team opens the bid envelope and assesses the completeness of administrative, technical and cost documents according to the assessment weight in the RFP.
10. The tender team invites tender participants who pass the clarification and negotiation stage.
11. The Logistics Division and the Initiator Work Unit clarify and negotiate prices with recommended tender participants until an agreement is reached.
12. The Logistics Division submits an official memorandum to the Directors and/or commissioners for approval to determine the winner of the tender, procurement and payment in accordance with the authority stipulated in the SK (Decree Letter) guidelines.
13. The logistics division sends a letter of determination of winner to the tender winner.
14. The logistics division sends a letter determining the tender winner to the initiator work unit for coordination with the tender winner via email.

15. The logistics division sends a procurement approval letter and/or Purchase Order (PO), Work Order (SPK), Cooperation Agreement (PKS), and NDA to the winning vendor to start work.
16. Logistics issues payment declaration documents according to the provisions stated in the PO/SPK.

From the flow of procedures for procurement of goods and services, it can be seen that the procurement process using the tender method at PT BRI Asuransi Indonesia has long stages and involves several divisions. Most of the activities are processing administrative documents. The procurement process running in the company is in accordance with the procurement guideline procedures.

Implementation of the procurement process using the tender method at PT. BRI Asuransi Indonesia, based on the results of researchers' observations, has referred to several procurement principles as the basis of its practice with the aim of achieving healthy procurement implementation. The reference for this procurement principle is as stated in Presidential Regulation (PP) no. 12 of 2021 which contains the principles of transparency, effectiveness, efficiency, fairness and openness, competition, competitiveness and accountability. The procurement process is currently assisted by using an e-office system to create several letters, such as announcement letters and approval cover letters.

3.2 Inhibiting factors or obstacles to the process of procuring goods and services using the tender method in the Logistics Division of PT BRI Asuransi Indonesia, Jakarta Head Office

The implementation of the procurement process using the tender method in the logistics division of PT BRI Asuransi Indonesia Jakarta Head Office has proven to still encounter several obstacles which cause disruption to the implementation of the process. Based on the results of observations and interviews conducted by researchers, it was found that the things that hinder the procurement process originating from internal companies will be described as follows:

1. The process is carried out manually
The results of observations made by researchers found that the monitoring process for handling procurement documents was still carried out manually. The process manual can be seen from the conditions: does not have a monitoring system for incoming and outgoing mail, does not have a draft list of vendor partner data for each field, the process of collecting bid documents only uses hard files, and does not have a digital archive of tender documents.
2. The length of the process for handling agreement documents
The length of time causes by lack of coordination between the legal division and the compliance and risk management division and there are no definite provisions regarding the template for writing agreement documents.

Conclusion

After the explanation in the previous chapter, the conclusions regarding the process of procuring goods and services using the tender method at PT BRI Asuransi Indonesia are as follows:

1. The process of procuring goods and services using the tender method at PT BRI Asuransi Indonesia, Jakarta Head Office, follows procurement guideline procedures. However, the implementation has not been effective because some procedures are too complicated and still manual, so they take a long time.
2. The ineffectiveness of the tender process was caused by several factors, such as manual stages, lack of documented vendor data, collection of tender documents only available in hard file form, and lack of coordination between divisions which slowed down the production of agreement documents.

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