

BUSINESS PROCESS REENGINEERING PENGADAAN BARANG JASA TANPA PR PO PADA PT TELKOM INDONESIA

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Abstrak

Proses pengadaan barang dan/atau jasa tanpa menggunakan *Purchase Requisition* (PR) dan *Purchase Order* (PO) pada *Unit Business Process* PT Telkom Indonesia masih menghadapi berbagai kendala, seperti verifikasi dokumen yang berulang, pengelolaan dokumen secara manual, waktu tunggu yang tinggi, serta keterbatasan keterlacakan informasi. Kondisi tersebut menyebabkan tingginya aktivitas *Non Value Added* (NVA) sehingga berdampak pada rendahnya efisiensi proses bisnis. Penelitian ini bertujuan untuk menganalisis *lead time* proses pengadaan, memodelkan proses bisnis menggunakan *Business Process Model and Notation* (BPMN), merancang ulang proses menggunakan pendekatan *Business Process Reengineering* (BPR), serta mengevaluasi peningkatan efisiensi yang dihasilkan. Penelitian menggunakan metode deskriptif dengan pendekatan kualitatif. Pengumpulan data dilakukan melalui observasi, wawancara, dan analisis dokumen. Analisis dilakukan menggunakan *Operation Process Chart* (OPC) untuk mengukur *lead time* dan mengidentifikasi aktivitas *Value Added* (VA) dan *Non Value Added* (NVA), BPMN untuk memodelkan proses bisnis, serta *gap analysis* untuk membandingkan kondisi *as-is* dan *to-be*. Hasil penelitian menunjukkan bahwa proses bisnis pada kondisi *as-is* memiliki total *lead time* sebesar 3.671 menit. Setelah dilakukan perancangan ulang melalui penerapan BPR dengan mengintegrasikan *website system* MyDx, total *lead time* berhasil diturunkan menjadi 1.253 menit dengan tingkat efisiensi sebesar 96,85%. Perbaikan proses juga mampu mengurangi aktivitas NVA melalui digitalisasi, penyederhanaan alur kerja, dan otomatisasi proses validasi sehingga proporsi aktivitas yang memberikan nilai tambah meningkat. Selain meningkatkan efisiensi waktu, rancangan usulan memperkuat pengendalian internal, meningkatkan keterlacakan dokumen, serta mendukung pengelolaan risiko yang lebih baik.

Kata Kunci : *Business Process Reengineering, BPMN, Operation Process Chart, Value Added, Non Value Added.*

BUSINESS PROCESS REENGINEERING OF GOODS AND SERVICES PROCUREMENT WITHOUT PR AND PO AT PT TELKOM INDONESIA

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Abstract

The procurement process of goods and/or services without using Purchase Requisition (PR) and Purchase Order (PO) at the Business Process Unit of PT Telkom Indonesia still faces several challenges, including repetitive document verification, manual document management, excessive waiting time, and limited information traceability. These conditions result in a high proportion of Non-Value Added (NVA) activities, which reduce the overall efficiency of the business process. This study aims to analyze the procurement lead time, model the business process using Business Process Model and Notation (BPMN), redesign the process using the Business Process Reengineering (BPR) approach, and evaluate the resulting efficiency improvements. This research employed a descriptive method with a qualitative approach. Data were collected through observations, interviews, and document analysis. The analysis was conducted using the Operation Process Chart (OPC) to measure lead time and identify Value-Added (VA) and Non-Value Added (NVA) activities, BPMN to model the business process, and gap analysis to compare the as-is and to-be conditions. The results indicate that the as-is business process has a total lead time of 3,671 minutes. After redesigning the process through the implementation of Business Process Reengineering (BPR) by integrating the MyDx web-based system, the total lead time was reduced to 1,253 minutes, achieving an efficiency level of 96.85%. The proposed process also reduced NVA activities through process digitalization, workflow simplification, and automated validation, thereby increasing the proportion of value-added activities. In addition to improving time efficiency, the proposed business process strengthens internal control, enhances document traceability, and supports more effective risk management.

Keywords : *Business Process Reengineering, Business Process Model and Notation, Operation Process Chart, Value-Added Activity, Non-Value-Added Activity.*