ANALYSIS OF FACTORS CAUSES OF RE-TENDERING FOR PROCUREMENT OF CONSTRUCTION SERVICES IN THE GOODS/SERVICES PROCUREMENT SECTION OF THE REGIONAL SECRETARIAT OF JAYAPURA CITY

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ABSTRACT

In the Construction Services Procurement process, failures often occur in selecting winners, one of which is re-tendering as a result of the inability of those procuring goods/services to understand the principles contained in government goods/services procurement regulations. From 2015 to 2022, 730 auction/tender packages for construction services have been carried out and there are 73 packages that must be re-tendered in the goods/services procurement section of the Jayapura City Regional Secretariat. This research aims to find out what factors influence the occurrence of re-tenders and what actions are taken to prevent the influence of factors that have a dominant impact on the occurrence of re-tenders. This research uses a descriptive analytical method, namely an object that is studied through data or samples that have been collected as they are without carrying out analysis and making conclusions that apply generally. The results of the research show that the factors that cause re-tenders to occur, namely the results of administrative evaluations, technical evaluation results, price evaluation results and clarification evaluation results, influence the occurrence of re-tenders, and the variables that have the most dominant impact include incomplete statement documents, safety management. (safety management) is incomplete and the qualifications of project team personnel are lacking. Actions taken are the development and implementation of standard procedures, training and development of personnel competency, increased supervision and quality control, increased coordination and communication, increased training and development of personnel, additional recruitment or use of external consultants, adjustment of project schedules, evaluation of continuous improvement, creation of checklists and templates to assist teams in the tender process.

Keywords: procurement of construction services; re-tendering; dominant factors; action

1. INTRODUCTION

Law of the Republic of Indonesia Number 2 of 2017 on Construction Services stipulates that the selection of service providers must be done through tender (auction) or selection, electronic procurement, direct appointment, and direct procurement based on the principles of healthy competition and scientific accountability, to obtain reliable construction service providers/contractors who can produce quality buildings in accordance with established specifications, deadlines, and costs. In the procurement process for Construction Services, failures in selecting winners often occur, one of which is re-tendering due to the failure of procurement actors to understand the principles outlined in government procurement regulations. From 2015 to 2022, the Goods/Services Procurement Section of the Jayapura City Regional Secretariat has conducted 430 construction service tender packages. Out of these, 73 construction service procurement packages had to be re-tendered. The tender winner selection

process is carried out by the Working Group (Pokja) of the Goods/Services Procurement Section of the Jayapura City Regional Secretariat, which involves reviewing and evaluating the proposal and qualification documents submitted by tender participants. Re-tendering can affect the absorption of government budgets in the current year.

Specifically for construction work, the selection of guidelines for general construction workers or design-build contractors (Appendices 2 and 3 of PLKPP No. 12 of 2021) has the same policy concerning regulations on failed tenders. The selection Pokja and Budget Users can declare a failed tender depending on the causes of the failure. Once the tender is declared failed, a re-evaluation or re-tendering can be decided.

Based on the above background, this study was conducted with the title "Analysis of Factors Causing Re-Tendering for Procurement Packages of Construction Services in the Goods/Services Procurement Section of the Jayapura City Regional Secretariat."

2. METHODOLOGY

This research uses a descriptive analytical method, which provides a description of an object under study through data or samples that have been collected as they are, without conducting further analysis and drawing general conclusions. Data analysis includes validity and reliability tests of the instruments.

The processing of questionnaire data is done using Microsoft Excel, calculating variance values and total variance, which are then compared with the r-table and Cronbach's alpha to determine the validity and reliability of the data from the questionnaire design. To calculate the influence of the factors, frequency calculations are made and aligned with the impact in the next questionnaire phase.

3. RESULTS AND DISCUSSION

The results from the second questionnaire are divided into two parts: the frequency of events occurring and the impact of these events. The validity test aims to assess the suitability of the questions in the predefined variables. Validity testing is based on Pearson correlation values (r count), which must be greater than the r-table value. A variable is valid if the r count is greater than the r-table value. Data variables with an r count less than the r-table will be discarded. After obtaining the data, a validity test was conducted on the distributed questionnaires to determine their validity. The test was performed using Microsoft Excel to calculate the r count value from the obtained data.

Table 1. Validity Test Table

Statement	R Count	R table	Description
A1	0.655	0.279	VALID
A2	0.585	0.279	VALID
A3	0.298	0.279	VALID
A4	0.904	0.279	VALID
A5	0.488	0.279	VALID
A6	0.904	0.279	VALID

Statement	R Count	R table	Description
B1	0.497	0.279	VALID
B2	0.608	0.279	VALID
B3	0.608	0.279	VALID
B4	0.667	0.279	VALID
B5	0.667	0.279	VALID
B6	0.276	0.279	NOT VALID
B7	0.663	0.279	VALID
B8	0.071	0.279	NOT VALID
B9	0.576	0.279	VALID
B10	0.453	0.279	VALID
B11	0.530	0.279	VALID
B12	0.363	0.279	VALID
C1	0.894	0.279	VALID
C2	0.852	0.279	VALID
C3	0.904	0.279	VALID
D1	0.736	0.279	VALID
D2	0.908	0.279	VALID
D3	0.595	0.279	VALID

Table 2. Reliability Test

Statement	Rcount	VARIANT	CRONBACH'S ALPHA	Realibility Status
A1	0.655	1.522		
A2	0.585	1.288		
A3	0.298	1.293		
A4	0.904	1.264	0.713	Reliabel
A5	0.488	0.816		
A6	0.904	1.264		
TOTAL VAR		7.447		
B1	0.497	0.827		
B2	0.608	0.949		
B3	0.608	0.949		
B4	0.667	0.823		
B5	0.667	0.823		
B7	0.663	0.864	0.706	Reliabel
B9	0.576	0.785		
B10	0.453	0.660		
B11	0.530	0.786		
B12	0.363	0.816		
TOTAL VAR		10.827		

Statement	Rcount	VARIANT	CRONBACH'S ALPHA	Realibility Status
C1	0.894	0.622	0.820	Very Reliabel
C2	0.852	1.667		
C3	0.904	0.768		
TOTAL VAR		3.057		
D1	0.736	0.980	0.608	Reliabel
D2	0.908	1.035		
D3	0.595	0.940		
TOTAL VAR		2.955		

The results obtained for the frequency of an event that can cancel a tender can be seen in the following graph.

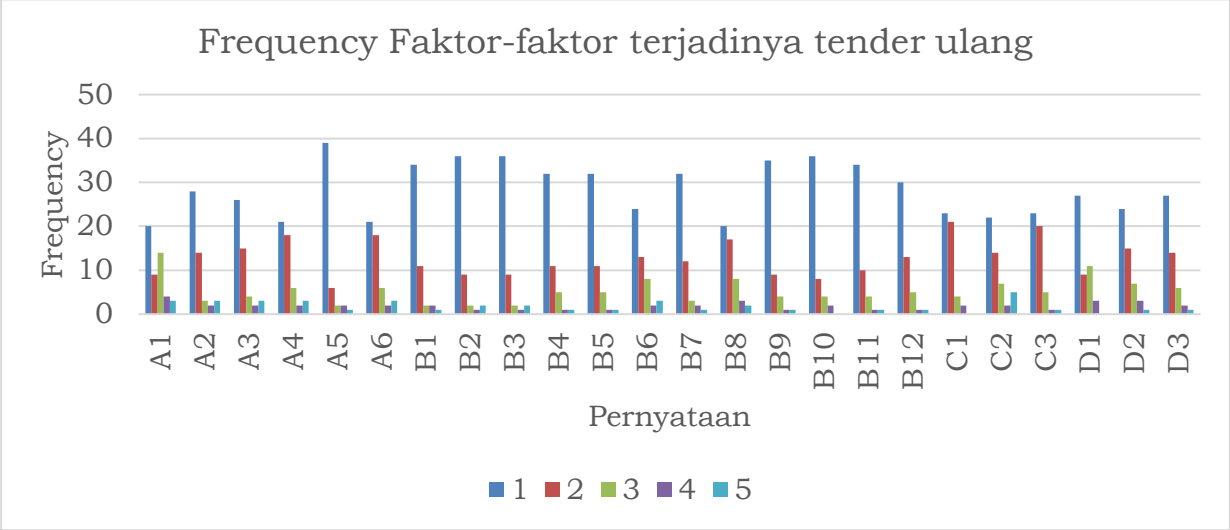

Figure 1. Frequency of factors causing re-tendering.

Table 3. Table of the impact of factors causing re-tendering.

Code	The number of respondents who answered how frequent the frequency						The number of respondents who answered regarding the magnitude of the impact						Average	Impact
	1	2	3	4	5	total	1	2	3	4	5	total		
A1	20	9	14	4	3	50	10	5	5	10	20	50	7.77	Medium
A2	28	14	3	2	3	50	10	5	5	10	20	50	6.16	Medium
A3	26	15	4	2	3	50	11	5	9	11	14	50	5.90	Medium
A4	21	18	6	2	3	50	11	6	7	13	13	50	6.31	Medium
A5	39	6	2	2	1	50	11	6	7	10	16	50	4.59	Low
A6	21	18	6	2	3	50	7	4	9	12	18	50	7.06	Medium
B1	34	11	2	2	1	50	8	12	7	11	12	50	4.71	Low
B2	36	9	2	1	2	50	11	5	9	12	13	50	4.77	Low

Code	The number of respondents who answered how frequent the frequency						The number of respondents who answered regarding the magnitude of the impact						Average	Impact
	1	2	3	4	5	total	1	2	3	4	5	total		
B3	36	9	2	1	2	50	10	7	7	13	13	50	4.80	Low
B4	32	11	5	1	1	50	11	7	6	14	12	50	4.96	Low
B5	32	11	5	1	1	50	8	6	7	13	16	50	5.40	Medium
B6	24	13	8	2	3	50	4	6	8	15	17	50	7.18	Medium
B7	32	12	3	2	1	50	8	6	6	14	16	50	5.43	Medium
B8	20	17	8	3	2	50	2	4	11	15	18	50	7.72	Medium
B9	35	9	4	1	1	50	11	9	6	12	12	50	4.59	Low
B10	36	8	4	2	0	50	12	3	10	14	11	50	4.58	Low
B11	34	10	4	1	1	50	13	6	9	13	9	50	4.47	Low
B12	30	13	5	1	1	50	7	3	8	14	18	50	5.86	Medium
C1	23	21	4	2	0	50	7	10	10	13	10	50	5.41	Medium
C2	22	14	7	2	5	50	10	5	10	13	12	50	6.74	Medium
C3	23	20	5	1	1	50	11	5	7	14	13	50	5.67	Medium
D1	27	9	11	3	0	50	11	5	13	14	7	50	5.44	Medium
D2	24	15	7	3	1	50	2	6	13	14	15	50	6.77	Medium
D3	27	14	6	2	1	50	10	2	8	14	16	50	5.99	Medium

The results obtained after conducting a validity test analysis revealed that 2 items had a calculated r value of less than 0.279, specifically items B6 and B8, which were therefore considered invalid. As a result, in the next phase of the research, the factor of safety management was excluded because it did not meet the criteria to be used as a measurement tool in the study. Table 4.6 presents 22 factors that could lead to failures during the tender execution process.

The results from the questionnaire processing show that the impact levels of the 22 events, which could cause a tender to be re-run, were categorized as moderate and low. These results form the basis for discussion regarding the responses that should be taken after identifying the factors leading to re-tendering due to these events. This study focuses on events with an average impact level greater than 7, which will be used for further discussion with respondents.

These events are considered to have the highest probability of occurrence and significant impacts, which is why interviews and discussions with respondents were conducted to determine the potential causes of these events and the appropriate responses that should be given.

For this case study, the data selected are based on the average impact values. If analyzed using the risk analysis matrix, the factors with an average impact greater than 7 were chosen. Based on this, four events were selected:

A1: Incomplete requirement documents

A6: Incomplete offer documents

B6: Incomplete safety management

B8: Insufficient qualifications of the project team personnel

The identification of the factors used in this study refers to the variables of administrative evaluation results, technical evaluation results, price evaluation results, and clarification evaluation results. By grouping the factors that influence re-tendering, 24 factors were identified and used as questionnaire items.

This study focuses on the case of four factors with the highest impact levels, where the average difference among these factors does not exceed 1 in order to reach a high impact level. These factors are incomplete requirement documents, incomplete offer documents, incomplete safety management, and insufficient qualifications of the project team personnel. The researcher will continue by conducting follow-up actions regarding these factors through interviews aimed at problem-solving or responses to these factors.

As these factors have the highest likelihood of occurring and causing significant impacts, interviews and discussions with respondents were carried out to explore the possible causes of these events and determine the appropriate responses to them. The results of these discussions can be seen in Table 4.

Table 4. Responses to Factors Causing Re-Tendering

Code	Factors Causing Re-Tendering	Causes	Responses to be Taken
A1	Incomplete requirement documents	Lack of Planning: If planning is not carried out thoroughly and in detail, this can lead to incomplete preparation of documents and offers.	Development and Implementation of Standard Procedures: Create and implement clear and detailed standard procedures for preparing requirement documents, offers, and safety management. This can reduce the risk of incomplete documents.
A6	Incomplete offer documents	Unclear Requirements: Unclear or incomplete requirements from the start can cause the project team to not know what needs to be prepared or submitted.	Training and Competency Development: Provide training and skill development for personnel involved in the project, especially in safety management and technical qualifications. This will ensure that all team members understand the requirements and possess the necessary skills.
		Lack of Supervision and Coordination: Without strict supervision and good	Increased Supervision and Quality Control: Enhance supervision of the document collection and verification

Code	Factors Causing Re-Tendering	Causes	Responses to be Taken
		coordination between teams, aspects like safety management and personnel qualifications may be overlooked.	process. Involve third parties or internal audit teams to check the completeness and accuracy of documents before submission.
			Improved Coordination and Communication: Strengthen coordination and communication among project team members and with related parties. This can help ensure that everyone has a clear understanding of the requirements and their responsibilities.
B6	Incomplete safety management	Lack of Resources or Competency: Limited resources, such as insufficiently qualified personnel or a lack of supporting resources, can lead to incomplete documents and issues in safety management.	Improve Personnel Training and Development, recruit additional staff, or use external consultants. Additionally, optimize the use of existing resources by redistributing tasks and utilizing technology. Adjust the project schedule, conduct gap analysis to identify needs, and implement stricter safety procedures to ensure the team has adequate capacity to complete the project successfully, even with limited resources.
B8	Insufficient qualifications of project team personnel	Time Pressure: Unrealistically tight deadlines can lead to rushing during document preparation, resulting in incomplete documents.	Adjust Project Schedule: Modify the project schedule to allow sufficient time for each stage of the process, especially in document collection and verification. Avoid tight deadlines to reduce errors caused by rushing.
		Poor Communication: Lack of effective communication among stakeholders can lead to misunderstandings about what is required, resulting in incomplete documents and safety management.	Continuous Evaluation and Improvement: Regularly evaluate ongoing processes and implement continuous improvements based on the findings. This includes reviewing past events and learning from mistakes.

Conclusion

From the results of the analysis, testing, and discussion described previously, the following conclusions can be drawn:

1. Four main factors causing re-tendering were identified in the procurement package for construction services at the Goods/Services Procurement Division of the Regional

Secretariat of Jayapura City: incomplete requirement documents, incomplete offer documents, incomplete safety management, and insufficient qualifications of the project team personnel.

2. The actions taken to prevent the impact of factors with dominant effects on re-tendering during the execution of the construction services procurement package at the Goods/Services Procurement Division of the Regional Secretariat of Jayapura City include the development and implementation of standard procedures, training and development of personnel competencies, increased supervision and quality control, improved coordination and communication, enhanced training and development of personnel, additional recruitment or use of external consultants, project schedule adjustments, continuous evaluation and improvement, and the creation of checklists and templates to assist the team in the tendering process.

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