

Optimizing Procurement and Maintenance of Office Facilities to Drive Organizational Excellence

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Effective procurement and maintenance practices play an important role in the success of an organization and have a direct effect on organizational performance. However, many organizations still find it difficult to optimize these practices. This study aims to examine more deeply the optimization of procurement and maintenance management of office facilities and infrastructure in Nguter Sub-district. The qualitative method is employed in this research to provide a deeper understanding of the research objectives. In collecting data, this study used direct and structured interviews with four important informants at the Nguter Sub-district Office. Data validity techniques use triangulation, and data analysis techniques include data collection, data condensation, data display, and verification. The findings of this study reveal that the practice of procurement and maintenance of facilities and infrastructure in Nguter Sub-district has run according to procedures. In procurement practices, Nguter Sub-district has implemented three methods, namely purchase, rental, and repair. Meanwhile, maintenance of office facilities and infrastructure is carried out by routine, preventive and repressive maintenance. The procurement and maintenance budgets come from APBD funds. The integration of good and optimal procurement and maintenance practices had a positive impact on improving organisational performance.

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INTRODUCTION

Facilities and infrastructure are an important part of a country's investment (Adu et al., 2024; Issahaku, 2019). Therefore, inadequate availability and access to facilities and infrastructure are significant obstacles to a country's investment (Chinogwenya & Utete, 2023; Tanwar et al., 2020). The adequacy of facilities and infrastructure, both qualitatively and

quantitatively, has a significant impact on improving people's lives, as they serve as fundamental infrastructure and vital capital equipment for a country. Therefore, good procurement management is fundamental for a country or organization (Bienhaus & Haddud, 2018). Procurement management has a positive impact on organizational performance (Awan & Khan, 2021; Chauhan et al., 2022). In addition, the procurement of facilities and infrastructure can also support the activities and productivity of an organization.

However, in practice, poorly managed procurement will cause various problems that result in decreased performance. In line with (Sabirin & Ikhsan, 2020), poor and suboptimal procurement hinders organizational performance and makes it challenging to achieve organizational goals. Conversely, effective procurement practices can yield various benefits such as cost savings, quality improvement, improved relationships with suppliers, and increased innovation (Cao & Wang, 2022). Therefore, the success of an organization depends on efficient procurement practices (Eckerd et al., 2022; Mohamed et al., 2024). Therefore, the success of an organization depends on efficient procurement practices, making the ability to optimize procurement processes and strategies a focal point for organizations seeking to maximize their overall performance (Cao & Wang, 2022). Thus, the role of procurement in organizational performance is crucial and has transformed significantly from a tactical and passive function to a strategic one (Balaeva et al., 2022; Patrucco et al., 2019).

Procurement holds strategic significance and serves as a driver of competitive advantage (Knight et al., 2017; Schütz et al., 2020). However, procurement is known to be a resource-intensive function, requiring the implementation of efficient strategies to minimize procurement costs (Schütz et al., 2020). However, the procurement of infrastructure can be an investment for a country or organization (Issahaku, 2019). However, such investments can be wasted if they are not properly maintained. Therefore, facilities and infrastructure need to be maintained and cared for so that they can function correctly. In line with Mwangike & Changalima (2022), Maintenance practices are necessary to maintain, restore, and improve existing facilities and infrastructure so that they meet adequate standards over time. Thus, procurement and maintenance practices for facilities and infrastructure are critical because they can optimize an organization's performance.

The implementation of procurement and maintenance management at the Nguter Subdistrict Office is less than optimal, despite having complete facilities and infrastructure. The Nguter Subdistrict Office has several facilities, namely cars, ambulances, motorcycles, fax machines, laptops, computers, wooden cabinets, metal cabinets, guest tables and chairs, metal

filing cabinets, metal shelves, work tables and chairs, meeting tables and chairs, fans, and air conditioners. Furthermore, the infrastructure owned includes a secretariat building, official residences, workspaces, computer rooms, a pavilion, a PKK room, a Dispendukcapil UPTD room, a DPPKAD UPTD room, a UPK room, a PKH secretariat, a prayer room, a parking lot, and an archive room or warehouse. Among the office facilities and infrastructure owned, the researcher identified several problems, including the lack of maintenance of goods due to budget constraints. Most sub-districts in Indonesia are highly dependent on budget allocations from the district or city government, so they often do not carry out routine maintenance (Nurharirah & Effane, 2022). As a result, many facilities were damaged (such as poorly maintained buildings, broken chairs and computers), causing a decline in employee performance in providing fast and accurate services.

In addition, office administration activities in data processing and information delivery were still traditional. As a result, administrative processes have become slow, and community services have been hampered due to the lengthy wait for administrative procedures, such as certificate issuance. Another problem faced by the Nguter Subdistrict Office is the limited number of human resources with skills in facility and infrastructure management. Most employees in the subdistrict lack training and specific skills related to asset management, facility and infrastructure maintenance, and the use of digital technology (Simpheh et al., 2023). Inadequate procurement and maintenance skills can be considered malpractice (Skipworth et al., 2020). As a result, the available facilities and infrastructure are either underutilised or quickly damaged due to improper use. In addition, a lack of understanding of preventive maintenance causes facilities and infrastructure to wear out quickly.

The management of facilities and infrastructure at the Nguter Subdistrict Office is also unclear because an adequate monitoring and inventory system does not support it. Meanwhile, the lack of clarity in the inventory data of assets at the subdistrict office can complicate the monitoring of the condition and age of use of the facilities (Majid, 2021). As a result, many facilities and infrastructures have unknown maintenance statuses, leading to undetected damage. These problems indicate that the management of facilities and infrastructures in the Nguter Subdistrict office is still suboptimal. The suboptimal management of facilities and infrastructures has led to unsatisfactory procurement and maintenance performance, causing concern (Basheka, 2021; Changalima et al., 2023; Mohamad Azmi & Ismail, 2023). Thus, this study aims to examine how the management of procurement and maintenance of facilities and infrastructure in the Nguter Subdistrict office can improve work efficiency and organizational

performance. Ultimately, this study seeks to enhance understanding of how procurement and maintenance practices can contribute to the smooth running of activities and organizational performance.

METHOD

This study discusses the management of procurement and maintenance of office facilities and infrastructure in Nguter District, Sukaharjo Regency, using qualitative research methods. Facts found in the field indicate that the management of procurement and maintenance of facilities and infrastructure in Nguter District is still less than optimal. Therefore, this study will examine the types and stages of office asset procurement, as well as the types and stages of office asset maintenance in Nguter District.

In collecting data, this study used observation and direct interviews with parties involved in and knowledgeable about infrastructure management. Four informants were used in this study, consisting of the subdistrict head, the head of the Planning and Finance Subdivision, the head of the General and Personnel Subdivision, and a social welfare staff member. In addition, this study collected data through documentation, including photographs, notes, and other materials. For data validity, this study used the triangulation technique, namely credibility, transferability, dependability, and confirmability (Moleong, 2007). Triangulation in this study was conducted by comparing interview data between informants to produce a conclusion. Meanwhile, data analysis in this study used Saldana, Miles, and Huberman (2014), namely condensation, display, and conclusion drawing/verification.

RESULTS AND DISCUSSIONS

Procurement of Office Facilities and Infrastructure

Procurement carried out in Nguter Subdistrict, Sukoharjo Regency, uses three methods, namely purchasing, leasing, and repair/reconditioning. First, the purchasing method is carried out directly or independently through several stages that must be passed, starting with the preparation of a draft of the requirements by the Head of the Planning and Finance Subdivision based on the proposal/mapping of the goods manager. After that, the draft plan is reported to the subdistrict head for approval. Once approved, it is then included in the DPA (Budget Implementation Document) for review by the regency budget management team. Once the DPA SKPD (Regional Work Unit Budget Implementation Document) has been approved and obtained from the regency, procurement can proceed. Direct procurement or self-management

is carried out by the Head of the General and Personnel Subdivision by purchasing directly from the goods supplier. Payment for the purchase is made in cash.

Procurement through direct purchase has been carried out well by the Nguter Subdistrict Office, as evidenced by the analysis of needs and budget mapping prior to the procurement. The purpose of mapping the goods is to maximize procurement and prevent waste. The following is the plan for goods requirements made before the beginning of the fiscal year. The following outlines the procurement process for facilities and infrastructure at the Nguter Subdistrict Office, specifically through purchase.

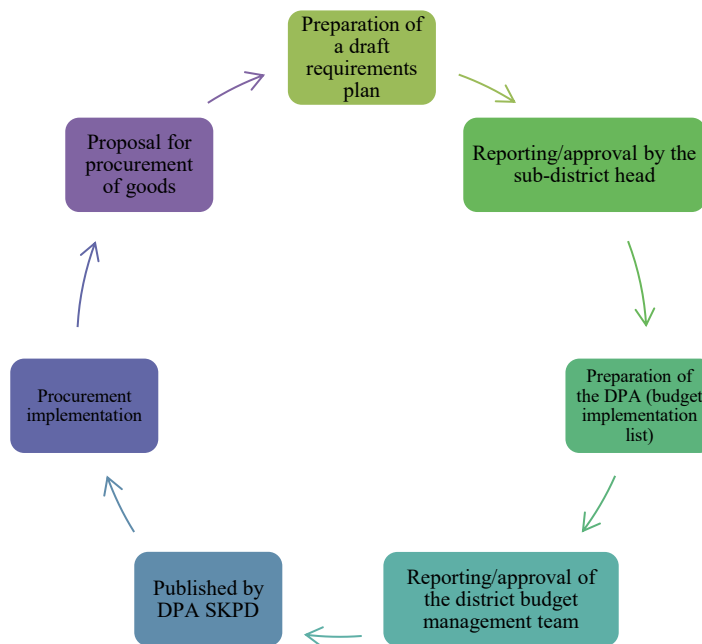


Figure 1. Office Facilities and Infrastructure Procurement Process

Source: Processed Research (2024)

Second, procurement using the rental method/approach is only for certain activities that require equipment that is not used for daily office activities. These include Independence Day activities that require tents or stages for ceremonies, Sukoharjo Regency anniversary activities that require trailer trucks for parades to celebrate the anniversary, and heavy equipment such as melon trucks and others to assist in the construction or repair of office buildings. The following are activities in Nguter Subdistrict that require facilities through leasing.



Figure 2. Nguter Subdistrict activities in 2023

Procurement through leasing is one alternative method of procurement because the equipment needed is only temporary and will no longer be used after the activity is completed. Therefore, purchasing the equipment would be wasteful, and it is better to maximize the budget for needs that support daily office activities. Third, procurement through reconditioning/repair. Repairs at the Nguter Subdistrict office were carried out on the physical condition of the office, such as repairing leaky roofs, repainting office rooms, repairing electrical and water installations, and so on. In addition, repairs or reconditioning were also carried out on office equipment such as tables, chairs, printers, computers, televisions, storage racks, and so on.

However, all of these factors were also considered, including whether the equipment could still be repaired, was still usable, had a long service life, and the repair costs were lower than the cost of purchasing new equipment. Meanwhile, the procurement of office facilities and infrastructure through reconditioning/repair at the Nguter Subdistrict Office was similar to the process of maintaining facilities and infrastructure. Reconditioning/repair is carried out to optimize the budget for procuring more important needs. Procurement through this method is less common than procurement through purchase. The following are the reconditioning/repair activities carried out in Nguter Subdistrict:



Figure 3. Improvements in Nguter District in 2023

Maintenance of Office Facilities and Infrastructure

Maintenance of office facilities and infrastructure at the Nguter Subdistrict Office is not yet optimal. Maintenance is carried out on only certain office facilities and infrastructure, leaving some without attention. Routine maintenance is carried out by cleaning staff who are tasked with cleaning office rooms and only some facilities. There is still a lack of awareness among employees regarding the importance of maintaining their office environment, as evidenced by the often-dusty, untidy, and cluttered work desks, which are cluttered with piles of improperly stored documents.

Meanwhile, periodic maintenance is carried out every 3 months and only for certain facilities, such as air conditioners, laptops, computers, and official vehicles. Furthermore, preventive maintenance has been carried out to prevent damage. Involves routine cleaning and is carried out on air conditioners, laptops, computers, and official vehicles every three months. Other facilities and infrastructure are not properly maintained, and repairs are only made when damage occurs. Repressive maintenance is also carried out after damage to office equipment has occurred. The maintenance process for office facilities and infrastructure at the Nguter Subdistrict Office can be seen in Figure 4.

The mechanism for maintaining office facilities and infrastructure at the Nguter Subdistrict Office is as follows: when a report of damage is received from an employee who uses the facility, it is recorded, and the extent of the damage is analyzed. After analysis by the property officer or Kessos staff, it is reported to the Head of the Planning and Finance Subdivision for maintenance planning.

Implementation of Procurement and Maintenance Management at the Nguter Subdistrict Office to Improve Organizational Performance

The findings of this study indicate that the procurement process for office facilities and infrastructure in Nguter Subdistrict has been carried out in accordance with procedures. Procurement was also carried out through purchasing, leasing, and reconditioning/repair methods. The most frequent or dominant method used was direct purchase. In implementing the procurement process, Nguter Subdistrict has applied the principles of efficiency, effectiveness, transparency, and accountability. Therefore, the procurement practices are running well. These findings support previous research that organizations that implement good procurement management can improve organizational performance (Emery et al., 2023).

Even efficient procurement practices have a direct impact on the speed of providing facilities and infrastructure so that organizations can respond and serve the community more quickly and accurately (Changalima et al., 2023). In addition, employee satisfaction tends to increase when the facilities and infrastructure meet expectations in terms of quality and delivery time. Supported by research by Schütz et al. (2020), 78% of employees who have optimal procurement management feel satisfied, thereby increasing their work motivation. The findings are similar to those of Balaeva et al. (2022), indicating that organisations implementing effective procurement tend to have shorter procurement cycles and better quality goods.

Meanwhile, the maintenance of facilities and infrastructure in Nguter District is carried out routinely every month. The implementation of optimal facility and infrastructure maintenance management plays an important role in supporting the success and performance of the organization. Several previous studies have shown that the application of proper maintenance can reduce maintenance costs and create a productive work environment. Reinforced by the findings of Mebrate and Shumet (2024), Structured maintenance can extend the service life of assets by up to 30% longer compared to unscheduled maintenance. Added by Mohamed et al. (2024), Proactive maintenance can reduce repair costs by 30–50% because minor damage can be addressed before it becomes a critical problem that requires more expensive repairs.

The implementation of well-maintained facilities and infrastructure also creates more comfortable and safer working conditions. The results of Cao and Wang (2022) indicate that employees who work with well-maintained facilities and infrastructure tend to have higher satisfaction levels, thereby contributing to increased productivity. In fact, procurement and maintenance have a significant impact on the achievement of key performance indicators within an organization (Chauhan et al. 2022). Thus, the procurement and maintenance of office facilities and infrastructure are important components in the management of assets and facilities. For this reason, the integration of these two components is necessary to create maximum efficiency and effectiveness. In addition, integrating procurement and maintenance processes ensures the availability of facilities and infrastructure that support the smooth running of organisational activities. Judging from the problems faced by the Nguter Subdistrict Office, the lack of skilled personnel in the field of procurement and maintenance often becomes an obstacle to the efficiency and effectiveness of the organization. Therefore, in order to

optimize the implementation of asset procurement and maintenance, Mwagike and Changalima (2022) reveal the need for ongoing training for procurement and maintenance staff.

The findings of this study provide a deep understanding of how integrated office facility and infrastructure procurement and maintenance management can improve organizational performance. The implications of this research provide strategic guidance for governments, such as the Nguter Subdistrict, in designing more effective asset management policies, and its sustainability can be the basis for improvements in the management of the organisation's physical resources. The implications of these research findings are related to strategic changes in organizations where the optimization of asset procurement and maintenance requires integrated and complementary policies between these two functions. Policy implications can not only improve the quality of goods and services but also extend the life or age of assets, thereby reducing maintenance costs in the future.

Another implication of this study is the need to improve employee competence in the areas of procurement and maintenance, because success in procurement and maintenance practices depends on employee knowledge and skills. Therefore, organizations must develop continuous training programs, including digital procurement strategies, e-procurement, and the understanding of preventive, predictive, and condition-based maintenance. Furthermore, the limitations of this study lie in the use of research methods that may not always be generalizable to the entire population. Therefore, further research may use other research methods can be seen in figure 4.

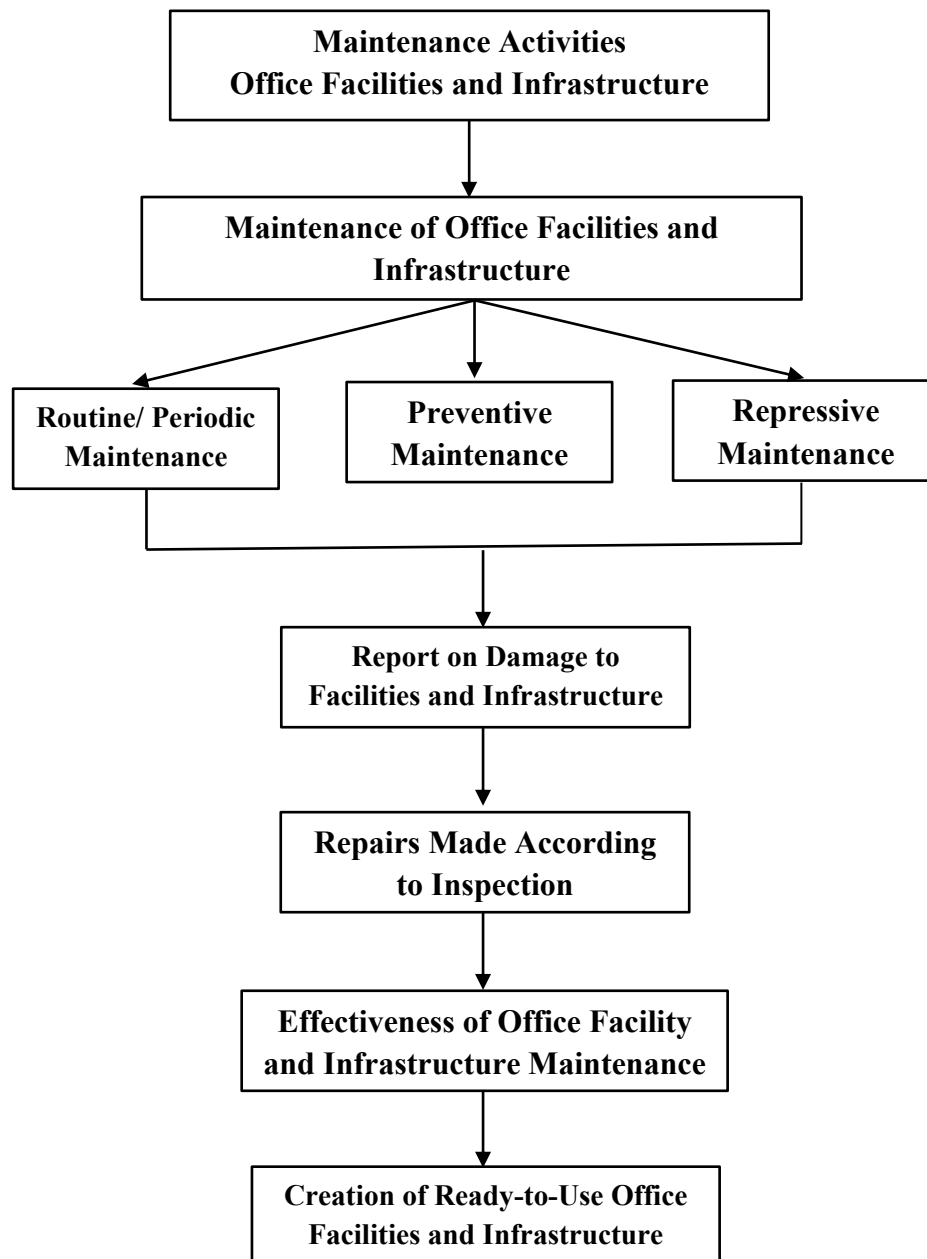


Figure 4. Office Facilities and Infrastructure Maintenance Flowchart

CONCLUSION

Optimizing the management of office facilities, procurement, and maintenance is a key factor in improving organizational performance. Through this research, findings were examined on the importance of integrating procurement and maintenance in achieving work efficiency and effectiveness, as well as improving service quality. The results show that the procurement process for office facilities and infrastructure in Nguter Subdistrict has been carried out in accordance with procedures. Procurement is also carried out using several methods, namely purchasing, leasing, and reconditioning/repair. The most frequent or

dominant method is direct purchase. All purchases of office facilities and infrastructure use funds from the Regional Revenue and Expenditure Budget (APBD).

Furthermore, the maintenance process for office facilities and infrastructure in Nguter Subdistrict was carried out using three methods, namely routine/periodic maintenance, preventive maintenance (before damage occurs), and repressive maintenance (after damage occurs). Maintenance was only carried out on specific facilities and infrastructure that received special attention and a maintenance schedule. Maintenance is carried out by cleaning staff and experts/third parties. For further research, the development of effective management models in various sectors is urgently needed so that they can contribute positively to organizational performance.

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