



Organizational Communication Patterns in Increasing Transparency of the Procurement Process in Pertamina Regional Sulawesi Procurement

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Abstract

This study examines the organizational communication patterns employed during the procurement process at Pertamina Regional Sulawesi, as well as the factors that facilitate or hinder these patterns regarding process transparency. A qualitative descriptive approach was adopted, using both primary data (in-depth interviews and observations) and secondary data. Data analysis was conducted using Joseph A. DeVito's organizational communication theory (drawing on Bavelas and Leavitt). The findings reveal that the organizational communication patterns within PT Pertamina Patra Niaga Regional Sulawesi's procurement process are structured, hierarchical, and digitally driven, relying on the implementation of Standard Operating Procedures (SOPs) and an e-procurement system. The communication patterns employed, specifically the "Y" and "star" (all-channel) configurations, facilitate coordination, oversight, and digital technology-based communication. Meanwhile, the effectiveness of communication in the procurement process is influenced by various facilitating and inhibiting factors. Facilitating factors include the digitalization of the procurement system, SOP standardization, human resource competence, and an organizational culture that upholds integrity and transparency. Conversely, inhibiting factors include differing interpretations of specifications (semantic barriers), time constraints, technical system issues, and varying levels of vendor readiness regarding digital technology. Nevertheless, the implemented communication system has generally succeeded in supporting effective coordination, accountability, and transparency within the company's procurement process.

Introduction

Communication is a fundamental element in organizational life. Through communication, information, policies, values and organizational goals can be conveyed and understood by all members of the organization. The effectiveness of organizational communication greatly determines the success of the organization in achieving its goals, both in improving performance, building cooperation, and creating a conducive work climate. In the process, communication is used to support all members of the organization in achieving organizational goals and individual goals themselves. Effective communication is essential for all organizations. Therefore, organizational leaders and communicators in organizations need to understand and perfect their communication skills (Manoharan & Ashtikar, 2024; Erbay et al., 2024; Beebe et al., 2025).

Each organization has different communication patterns, influenced by organizational structure, work culture, leadership, and the characteristics of human resources within it. In organizational communication studies, there are four patterns or communication flows used in conveying messages (Otto & Kruikemeier, 2023; Akarika et al., 2023; McPhee et al., 2025). First, communication from top to bottom (top-down or downward communication), namely the flow of messages that takes place from top management or top-level leaders to members of the organization who are at lower levels. This communication pattern aims to make it easier for leaders to convey instructions, directions and work policies. Second, communication from bottom to top (bottom-up or upward communication), namely the flow of communication that comes from subordinates to superiors or upper-level management. This form of communication functions as a means of conveying ideas, suggestions, obstacles faced, as well as reports on work that has been carried out.

Third, horizontal communication, namely communication that takes place between members of an organization who have equal positions and levels of authority and are under the same leadership. This communication plays a role in improving coordination and cooperation between parts or divisions in the organization. Fourth, diagonal communication, namely communication that occurs between organizational members from different units and levels. The diagonal communication pattern aims to speed up the flow of information by going beyond the functional boundaries and formal structure of the organization (Putro, 2023; Pimenova et al., 2025; Karnaen & Pratama, 2025).

Apart from established communication patterns, according to (Syvak et al., 2023; Verma et al., 2025; Mohamed & Alili, Z. (2025)), communication in an organization or company has four main functions. First, the informative function, namely communication plays a role in conveying various information needed as a basis for decision making, both individually and in groups, through conveying data and assessing various alternatives. Second, the control function, where communication is used to regulate and direct the behavior of organizational members in accordance with applicable rules, authority and formal guidelines. Third, the motivational function, namely communication, which functions to encourage the work spirit of organizational members by explaining performance standards, providing feedback on work results, and indicating efforts to improve if performance is not optimal. Fourth, the function of emotional expression, because communication is a means of social interaction for individuals to express feelings, whether in the form of satisfaction or disappointment (Zhan et al., 2022; Qiu et al., 2023; Cai et al., 2024).

The development of modern organizational governance places transparency as one of the fundamental principles in carrying out organizational activities, both in the public and corporate sectors. Transparency is not only understood as openness of information, but also as a mechanism that ensures clarity of processes, accountability of decision making, and fair access to information for all stakeholders. In the context of large and strategic organizations, transparency is the main prerequisite for creating trust, improving performance, and minimizing the risk of deviation in the implementation of organizational policies.

In Indonesia, the issue of transparency is a serious concern along with demands for bureaucratic reform and the implementation of Good Corporate Governance (GCG) principles. GCG principles, namely transparency, accountability, responsibility, independence and fairness, are the basis for organizational management, especially in State-Owned Enterprises (BUMN). Transparency in BUMN has a strategic position because BUMN is not only profit-oriented but also has social and economic responsibilities to society. Transparency in the process of procuring goods and services is one of the main principles of good corporate governance. In the context of State-Owned Enterprises (BUMN) such as PT Pertamina (Persero), procurement

transparency is a crucial aspect considering the large transaction value, procedural complexity and high demands for public accountability. A transparent procurement process not only serves to prevent corruption, collusion and nepotism, but also increases stakeholder trust and organizational efficiency. In practice, efforts to achieve procurement transparency are not only determined by formal systems and regulations but are also strongly influenced by the organizational communication patterns implemented. Organizational communication plays a role as a means of conveying information, coordinating between work units, as well as a medium for forming understanding and understanding of procurement policies and procedures. A clear, open and structured communication pattern can help minimize misunderstandings, speed up workflow, and ensure that all relevant parties understand their roles and responsibilities correctly.

This is what happened at Procurement Pertamina Patra Niaga Regional Sulawesi. As part of the organizational structure of PT Pertamina (Persero), the Sulawesi Regional Pertamina Patra Niaga Procurement unit has its own characteristics, operational complexity, and interactions both internally and externally. This condition requires an effective organizational communication pattern so that the procurement process can run transparently, in accordance with corporate governance principles and applicable regulations. Nationally, procurement within Pertamina refers to various regulations, including Presidential Regulation Number 12 of 2021, which is an amendment to Presidential Regulation Number 16 of 2018, as well as internal regulations such as PT Pertamina (Persero) Work Procedure Guidelines (PTK) Number PTK-007 concerning Procurement of Goods/Services. The regulation emphasizes the principles of transparency, accountability, healthy competition, effectiveness, openness, fairness/non-discrimination and efficiency as the main foundations of the procurement process.

Transparency in the procurement process requires openness of information starting from the planning stage, selecting providers, evaluating bids, to determining the winner. Transparency is not only related to the availability of formal documents, but also how the information is communicated, understood and accessible to interested parties. In this context, organizational communication functions as the main means of bridging procurement policy with its implementation in the field. Without a clear, consistent and two-way communication pattern, transparency has the potential to only be normative and administrative, not substantive.

From the results of pre-research at Pertamina Regional Sulawesi Procurement, the procurement process involves various actors with diverse backgrounds and interests, such as user units, procurement teams, legal functions, finance, audit, and vendors. The complexity of these interactions demands organizational communication patterns that are structured, open, and based on trust. Apart from that, the goods/services procurement process at PT Pertamina Patra Niaga pays attention to the principles of efficiency, effectiveness, competitiveness, transparency, fairness and accountability. This condition is proven by the process of obtaining goods and services needed for downstream energy business operations (BBM, LPG, lubricants, petrochemicals) through digital platforms such as SMART by GEP, involving vendor registration in the Pertamina Vendor Database (PVD), participating in tenders/selection, and emphasizing the principles of AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) and ESG (Environmental, Social, Governance).

SMART by GEP is an e-Procurement platform used by PT Pertamina (Persero) and all its subsidiaries for the process of procuring goods and services. This system manages the entire process digitally, from vendor registration, auction/tender (RFx), to contract signing and invoice management. As a BUMN, Pertamina carries out procurement based on the principles of good corporate governance with guidelines that apply nationally, including in the Sulawesi region. This process starts from needs planning by the user unit, followed by registration and

pre-qualification of providers who meet administrative, technical, financial and HSE requirements. The selection of procurement methods, whether open, limited tender, e-auction, or direct appointment, is carried out through a digitally documented e-procurement system. Bid evaluation is carried out objectively and transparently, covering administrative, technical and commercial aspects, then the performance of contract winners is monitored periodically to ensure quality and compliance with the contract. Pertamina Regional Sulawesi Procurement's communication pattern is formal and structured, both internal and external, using digital systems, email and clarification forums, to minimize conflicts of interest. Transparency is realized through open access to information in e-procurement, digital documentation, codes of ethics, anti-corruption policies and violation reporting mechanisms.

In the procurement context, organizational communication includes conveying information related to needs planning, provider selection mechanisms, evaluation criteria, to determining winners and managing contracts. If communication takes place in one direction, is closed, or is inconsistent, then the potential for miscommunication, lack of understanding of regulations, and the perception of a lack of transparency from internal and external parties will be greater. This can have an impact on decreasing the level of vendor trust, increasing the potential for disputes, and reputational risks for the organization. Along with increasing public demands for information transparency and accountability of BUMN, the study of organizational communication patterns in the procurement context becomes increasingly relevant.

This research is important to understand how vertical, horizontal and diagonal communication takes place in the procurement process, as well as how these communication patterns contribute to increasing transparency. Apart from that, this research is also expected to identify communication barriers that have the potential to reduce the level of procurement transparency. Several previous studies have emphasized aspects of procurement systems, regulations or e-procurement technology, while studies that specifically discuss organizational communication patterns in the procurement context are still relatively limited, especially at the regional level and within the state-owned energy sector. In fact, the effectiveness of implementing procurement regulations is very dependent on how these regulations are understood, socialized and communicated in the organization's daily practices.

Method

Research Approach and Design

This study employs a descriptive qualitative approach with a case-study orientation. A qualitative approach is considered appropriate because the study seeks to understand organizational communication patterns and their role in strengthening transparency within the procurement process at PT Pertamina Patra Niaga Regional Sulawesi. Rather than measuring the phenomenon through numerical indicators, this study examines the experiences, perceptions, interactions, communication practices, and interpretations of individuals who are directly involved in procurement activities.

Qualitative research is conducted in a natural setting, in which the researcher serves as the primary research instrument responsible for collecting, interpreting, and analyzing the data. explains that qualitative research is used to investigate objects under natural conditions, with the researcher acting as the main instrument. states that qualitative research aims to explore, identify, describe, and explain phenomena or qualities that cannot be adequately measured or represented through quantitative approaches.

The descriptive design enables the researcher to provide a comprehensive account of how communication occurs among procurement managers, procurement officers, supporting units, and external vendors. The study focuses on the communication channels used, the direction

and flow of information, coordination practices, communication barriers, information accessibility, feedback mechanisms, and the contribution of these elements to procurement transparency.

The case-study orientation is applied because the research is concentrated on a particular organizational setting, namely the procurement function of PT Pertamina Patra Niaga Regional Sulawesi. This design allows the researcher to examine the phenomenon within its real organizational context and to understand the relationship between formal procurement procedures, internal communication practices, and the experiences of the parties involved. The case is therefore bounded by its organizational location, procurement activities, participating stakeholders, and research period.

The unit of analysis in this study is the organizational communication process associated with procurement activities. The analysis covers communication among procurement decisionmakers, procurement personnel, and vendors, particularly communication related to procurement planning, dissemination of information, clarification of requirements, evaluation procedures, coordination, decision-making, feedback, and the communication of procurement results.

Research Location

The study is conducted at PT Pertamina Patra Niaga Regional Sulawesi, located at Jalan Garuda No. 1, Makassar City, South Sulawesi, Indonesia. The location was selected purposively because PT Pertamina Patra Niaga Regional Sulawesi is an operational unit with a strategic role in supporting the procurement and distribution of fuel and other energy products throughout the Sulawesi region.

Procurement activities within the company involve various organizational levels and internal departments, as well as external vendors that supply goods and services. Consequently, procurement implementation requires structured communication, coordination, information exchange, document verification, clarification, negotiation, and decision-making among the parties involved. These characteristics make the organization relevant for examining the relationship between organizational communication and transparency in procurement activities.

PT Pertamina Patra Niaga Regional Sulawesi also applies system-based procurement procedures supported by internal policies, standard operating procedures, and digital communication mechanisms. These conditions provide an appropriate context for studying how formal and informal communication patterns operate within the procurement process. The research location also enables the collection of relevant information through interviews, observations, and organizational documents, subject to institutional permission and applicable confidentiality requirements.

The selection of this location is expected to provide an in-depth understanding of communication practices within a large corporate procurement environment. The findings may also provide practical insights into how organizational communication can support information clarity, accountability, coordination, fairness, and transparency in procurement processes.

Research Focus

The primary focus of this study is the organizational communication patterns applied in the procurement process at PT Pertamina Patra Niaga Regional Sulawesi and their contribution to procurement transparency. Organizational communication patterns are examined through the direction of communication, communication channels, interaction among organizational levels, coordination practices, feedback mechanisms, and the barriers that influence the

delivery and interpretation of procurement information. The study examines vertical communication between managers and procurement personnel, horizontal communication among employees or units at the same organizational level, and external communication between the procurement unit and vendors. Formal communication through meetings, official correspondence, procurement systems, reports, and organizational documents is examined alongside informal communication that may occur through direct discussions, telephone conversations, electronic messaging applications, or interpersonal coordination.

Transparency is examined through several dimensions, including the availability and accessibility of procurement information, clarity of procurement requirements and procedures, consistency in communicating evaluation criteria, openness in responding to clarification requests, timeliness of information delivery, traceability of decisions, and equality of access to information among participating vendors. The study also explores communication obstacles that may reduce transparency, such as delays in information distribution, differences in interpretation, limited feedback, hierarchical communication barriers, and inconsistencies between formal procedures and actual practices.

Data Sources and Research Informants

The data used in this study consist of primary and secondary qualitative data. Primary data are obtained directly from research informants through semi-structured interviews and field observations. These data include the informants' experiences, perceptions, assessments, and explanations concerning organizational communication and transparency throughout the procurement process.

Secondary data are obtained from materials that have previously been produced or documented by the organization or other relevant institutions. These materials may include procurement guidelines, standard operating procedures, organizational structures, procurement reports, meeting minutes, coordination records, official correspondence, procurement announcements, internal policies, applicable laws and regulations, academic publications, and other documents relevant to the research focus. Access to internal documents is adjusted to the authorization granted by the company and the confidentiality status of each document.

The research informants are selected through purposive sampling. Purposive sampling means that informants are chosen deliberately based on their knowledge, responsibilities, involvement, and experience concerning the procurement process. This technique is appropriate because not every employee or vendor possesses the information required to explain procurement communication practices comprehensively.

The criteria for selecting internal informants include having direct responsibilities in procurement planning, implementation, coordination, evaluation, or decision-making; having sufficient experience in the procurement unit; understanding formal and informal communication practices; and being willing to provide information relevant to the study. External informants are selected based on their experience as vendors involved in procurement activities at PT Pertamina Patra Niaga Regional Sulawesi and their ability to explain how procurement information, clarification, feedback, and communication are received from the company.

The study involves six principal informants representing managerial, operational, and external stakeholder perspectives. The internal informants consist of Bondhan Rakasiwi as Area Manager Procurement, Theodorus Rante Pongsilamba as Assistant Manager Procurement, Vicky Fachriza Maulana as Junior Buyer I, and Jesri Beri Bangun as Junior Buyer I. The external informants consist of Agussalim, representing CV Bhineka Tunggal, and Indriyani Prayoga, representing PT Teratai Lima Makassar.

The inclusion of informants from different organizational positions is intended to provide diverse perspectives. Managerial informants provide information concerning procurement policies, strategic communication, supervision, and decision-making. Procurement officers provide information concerning operational communication, document processing, coordination, and interaction with vendors. Vendor representatives provide an external perspective concerning information accessibility, procedural clarity, responsiveness, equal treatment, and communication transparency.

The number of informants is considered sufficient when the information obtained has reached thematic adequacy, meaning that the interviews consistently produce recurring patterns and no substantial new themes emerge. Where necessary, additional informants may be considered to clarify contradictory findings or address information that has not yet been adequately explained.

Research Instruments

In qualitative research, the researcher serves as the primary instrument. The researcher is directly involved in determining the research focus, selecting informants, conducting interviews, observing the research setting, examining documents, interpreting information, and drawing conclusions. The quality of the research therefore depends on the researcher's ability to build rapport, ask relevant questions, listen carefully, record information accurately, and interpret the findings critically.

To support the role of the researcher as the primary instrument, several auxiliary instruments are used. These include a semi-structured interview guide, an observation guide, a document review checklist, field-note sheets, an audio-recording device, and a mobile phone for research documentation. The interview guide is developed according to the research questions and theoretical concepts related to organizational communication and procurement transparency.

The interview guide covers topics such as communication channels used in procurement, communication between managerial and operational personnel, communication among departments, communication with vendors, information dissemination, procurement clarification, feedback mechanisms, communication barriers, the use of digital procurement systems, information accessibility, procedural clarity, equal treatment of vendors, and the contribution of communication to procurement accountability and transparency.

The observation guide is used to ensure that observations remain focused on relevant aspects of the research. These aspects include communication practices during procurement-related activities, interaction among employees, coordination between organizational units, the use of communication media, the delivery of procurement information, and the organizational conditions that support or hinder effective communication.

The document review checklist is used to identify the relevance, origin, date, status, and content of each document examined. This instrument helps the researcher assess whether the documents support, complement, or contradict the information obtained through interviews and observations.

Data Collection Techniques

Data collection is conducted through literature and document review, field observation, semi-structured interviews, and documentation. The use of several techniques enables the researcher to obtain comprehensive information and compare evidence from different sources.

The literature review is conducted to establish the theoretical and regulatory foundation of the study. The researcher examines books, peer-reviewed journal articles, previous research, official reports, relevant procurement regulations, corporate procurement policies, and

academic sources concerning organizational communication and transparency. The document review is also used to understand the formal context of procurement implementation at PT Pertamina Patra Niaga Regional Sulawesi. The documents may include organizational structures, standard operating procedures, procurement guidelines, official correspondence, procurement reports, meeting minutes, coordination records, vendor-related documents, and other materials permitted by the company. The researcher assesses each document in terms of its relevance, authenticity, completeness, and relationship to the research questions.

The review of regulations includes relevant provisions concerning procurement governance, such as Presidential Regulation of the Republic of Indonesia Number 16 of 2018 concerning Government Procurement of Goods and Services and its amendments, where contextually applicable. The researcher also considers internal corporate procurement regulations because procurement practices within a state-owned corporate environment may be governed by specific institutional policies and procedures.

Field observation is conducted directly at PT Pertamina Patra Niaga Regional Sulawesi, particularly within the procurement unit and other organizational settings relevant to procurement communication. The observation is primarily non-participant, meaning that the researcher observes activities and interactions without becoming directly involved in procurement decision-making.

Observation is used to examine how communication occurs in practice, including how information is delivered, how employees coordinate their responsibilities, how procurement issues are discussed, how communication media are used, and how responses or feedback are provided. The researcher also observes whether the communication practices encountered in the field are consistent with the explanations provided by informants and the procedures stated in organizational documents.

The results of the observations are recorded in systematic field notes. The notes contain descriptions of the research setting, communication situations, relevant interactions, communication channels, contextual conditions, and the researcher's analytical reflections. Personal interpretations are distinguished from factual observations to maintain analytical clarity.

Semi-structured interviews are used as the primary data collection technique. This interview format is selected because it provides a consistent set of core questions while allowing the researcher to ask follow-up questions according to the informants' answers. It therefore offers sufficient structure to ensure comparability across interviews while maintaining the flexibility required for an in-depth qualitative investigation.

The interviews are conducted individually with procurement managers, procurement officers, and vendor representatives. Internal informants are asked about communication procedures, information flows, coordination mechanisms, the role of management, communication barriers, procurement systems, and efforts to maintain transparency. Vendor informants are asked about the accessibility and clarity of procurement information, opportunities to seek clarification, responsiveness of procurement personnel, consistency of information, communication fairness, and their overall experience of transparency during the procurement process.

Before the interview begins, each informant is informed about the purpose of the research, the voluntary nature of participation, the use of the information provided, and the protection of confidential information. With the informant's permission, the interview is audio-recorded to ensure accuracy. The researcher also prepares written notes to record key points, non-verbal expressions, contextual information, and issues requiring further clarification.

Each recorded interview is transcribed into written form. The transcript is reviewed while listening to the recording to minimize transcription errors. Statements that are unclear or potentially ambiguous may be reconfirmed with the relevant informant during the member-checking process.

Documentation is used to preserve evidence of the research process and support the interpretation of findings. Research documentation includes interview transcripts, audio recordings, field notes, observation records, photographs of permitted research activities, document review notes, and relevant organizational materials.

A mobile phone may be used to record interviews, take photographs, and document field activities, if permission has been obtained from the informants and the institution. Photographs are used only as supporting research evidence and are not intended to replace substantive data from interviews, observations, or written documents.

All digital data are systematically organized according to the date, source, informant code, and type of data. Files containing sensitive organizational or personal information are stored securely and used only for academic purposes. Confidential procurement documents are not reproduced, distributed, or disclosed beyond the scope authorized by the company.

Data Analysis Technique

Data analysis is conducted qualitatively and takes place simultaneously with the data collection process. This means that the researcher begins organizing, reviewing, coding, and interpreting the data as soon as interviews, observations, and document collection commence. Preliminary analysis helps the researcher identify missing information, develop follow-up questions, and determine whether additional clarification is required.

The analytical process follows the interactive model of qualitative data analysis proposed by Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing and verification. These stages are interconnected and are performed repeatedly throughout the research process.

Data condensation refers to the process of selecting, simplifying, focusing, organizing, and transforming the raw data obtained from interviews, observations, and documents. At this stage, the researcher reads the interview transcripts and field notes repeatedly to become familiar with the entire dataset.

Relevant statements are identified and assigned initial codes. The codes represent meaningful aspects of the research, such as vertical communication, horizontal coordination, vendor communication, formal communication channels, informal communication, information accessibility, procedural clarity, feedback, communication barriers, digital procurement systems, accountability, and transparency.

Codes that have similar meanings are subsequently grouped into categories. The categories are then developed into broader themes that answer the research questions. Information that is unrelated to the research focus is not included in the main analysis, although it may be retained in the research archive for contextual reference.

Data condensation does not mean arbitrarily eliminating information. Instead, it is a systematic process of determining which data are relevant, how the data are connected, and how they contribute to understanding organizational communication and procurement transparency.

After the data have been condensed, they are organized and presented in a form that facilitates interpretation. The data are primarily presented through analytical narratives supported by thematic matrices, tables, diagrams, or communication-flow charts where necessary.

The researcher may prepare a matrix comparing the perspectives of managers, procurement officers, and vendors. This comparison enables the identification of similarities, differences, and inconsistencies among informants. For example, internal personnel may perceive procurement information as adequately communicated, while vendors may experience delays or limited opportunities for clarification. Such differences are treated as important analytical findings rather than immediately regarded as errors.

The data display also connects findings from interviews with evidence from observations and organizational documents. This process allows the researcher to determine whether formal procedures are implemented consistently and whether communication practices support or hinder transparency.

Result and Discussion

Organizational communication patterns applied in the procurement process at Pertamina Regional Sulawesi Procurement

This research was conducted on the Procurement function at PT Pertamina (Persero) Regional Sulawesi involving key informants, namely the Procurement Area Manager, Procurement Assistant Manager, Junior Buyer, and vendors.

Based on the interview results, organizational communication patterns in the procurement process are structured, tiered and based on digital systems. All communications refer to the principles of good corporate governance (GCG), namely transparency, accountability and traceability. Each stage of procurement, from planning to determining the winner, has a clear and documented communication flow through the e-procurement system and other formal media. As stated by Area Manager Procurement Bondhan Rakasiwi:

The organizational communication pattern applied in the procurement process at Pertamina Regional Sulawesi Procurement is structured, tiered and based on a digital system. Communication follows the principles of good corporate governance, by prioritizing accountability, transparency and traceability. (Interview with Bondhan Rakasiwi, Monday 6 April)

This shows that communication is not carried out spontaneously, but rather follows the flow specified in the SOP. Communication in Pertamina Regional Sulawesi Procurement takes place in three main directions, namely top-down, bottom-up and horizontal. As stated by Area Manager Procurement Bondhan Rakasiwi:

The flow of communication takes place top-down, bottom-up, and horizontally to ensure every decision not only fast but also takes into account various perspectives. (Interview with Bondhan Rakasiwi, Monday 6 April)

This statement shows that the organization implements an all-channel or multi-directional communication pattern. This is important in the procurement process because the decisions taken require input from various parties to make them more comprehensive and unbiased.

On the other hand, horizontal communication mentioned to speed up coordination between functions shows the importance of interaction across departments or work units. Horizontal communication allows direct exchange of information between colleagues who are at the same hierarchical level, thereby reducing potential delays due to tiered bureaucracy. As also explained by Junior Buyer I, Vicky Fachriza Maulana.

In our experience as Junior Buyers, communication patterns in the procurement process tend to be structured but dynamic. In general, each process has a clear

communication flow according to SOP, especially in the use of the e-procurement system. (Interview with Vicky Fachriza Maulana, Wednesday 22 April 2026)

However, in practice, communication also demands flexibility, especially when facing conditions such as document revisions, vendor clarifications, or acceleration of the tender process. Therefore, the communication patterns applied are not only formal, but also adaptive to field needs. As explained by Junior Buyer I, Vicky Fachriza Maulana:

Communication with superiors takes place in a formal and directed manner, especially in reporting work progress, requesting direction or approval, escalating obstacles in the procurement process. Meanwhile, communication with colleagues tends to be more flexible and collaborative, for example in technical discussions of tender documents, coordinating evaluation schedules, helping each other in completing work. (Interview with Vicky Fachriza Maulana, Wednesday 22 April 2026)

This combination of approaches has been proven to support increased work effectiveness. Having control from superiors provides direction, clarity, and ensures that work remains aligned with organizational goals. On the other hand, the existence of space for team collaboration allows members to exchange ideas, share knowledge, and contribute actively to the decision-making process. This synergy between structural control and collaborative flexibility ultimately creates a balance that drives productivity while improving the quality of work output.

To support effective communication, the most frequently used communication media include e-procurement systems as the main media, official emails for formal communication, internal communication applications (such as Microsoft Teams/WhatsApp for work) for fast coordination, meetings (online/offline) for important discussions. As stated by Junior Buyer I, Vicky Fachriza Maulana:

From our experience, the use of various media is very helpful in maintaining smooth communication, especially in situations that require a fast response. (Interview with Vicky Fachriza Maulana, Wednesday 22 April 2026)

Based on the description above, the combination of e-procurement systems, official email, internal communication applications, and meetings allows each type of information to be conveyed through the channel that best suits the level of urgency and complexity. This has an impact on increasing the efficiency of coordination between parties, because information can be received and acted upon in a timelier manner. Apart from that, flexibility in selecting communication media also helps reduce the potential for information delays, so that work processes can run more effectively and be responsive to operational needs.

Not only internal, the communication process between Procurement as a service provider and vendors runs according to well-structured systems and procedures. The vendor said that the use of the e-procurement system is the main channel in every stage of procurement, from submitting bids to the evaluation and approval process. This system provides clarity in the process flow and increases transparency, making it easier for vendors to monitor procurement progress. As explained by the Project Manager of CV Bhineka Tunggal, Agus Salim:

In general, our experience in communicating with Pertamina procurement can be said to be quite good and professional. Communication is carried out in a structured manner through the system provided, so that we as vendors can follow each procurement stage clearly. (Agus Salim Interview, Wednesday 22 April 2026)

Apart from the system, communication is also carried out via official email as a means of conveying formal information, such as document clarification, requests for additional data, or

notification of evaluation results. In certain situations that require fast coordination, communication can be continued through internal communication media or direct contact that remains within professional corridors. As explained by the Project Manager of CV Bhineka Tunggal, Agus Salim:

The procurement party is also responsive in providing clarification, especially during the bidding process or when there are questions regarding the tender documents. This helps us understand the job requirements more precisely. (Agus Salim Interview, March 27, 2026).

This explanation is supported by the ideas of another vendor, namely the Project Manager of PT Teratai Lima Makassar, Indriani Prayoga. The information provided by Pertamina Regional Sulawesi Procurement is generally quite clear and systematic, especially in tender documents and official announcements.

Based on the results of the interview, the organizational communication pattern in the procurement process is not only all-directional but also implements a Y communication pattern which is centered on one leader figure and is vertical in nature. This is reinforced by the statement of the Assistant Procurement Manager, Theodorus Rante Pongsilamba:

Vertical communication is used to report progress and leadership direction, while horizontal communication is used to speed up coordination between functions. (Theodorus Rante Pongsilamba Interview: Monday 6 April 2026)

This quote emphasizes the function of each direction of communication. In practice, vertical communication allows leaders to obtain accurate information regarding work progress, obstacles faced, and team performance achievements. This information becomes the basis for making strategic and tactical decisions. On the other hand, from the subordinate's side, vertical communication is also a means of receiving instructions, policies and work standards that must be carried out. Thus, vertical communication acts as a monitoring tool (control mechanism) which ensures that all organizational activities run in accordance with the plans and targets that have been set.

Based on the results of interviews with Junior Buyer I, Vicky Fachriza Maulana, information was obtained that buyers have the main role as technical implementers of procurement as well as communication liaisons between the company's internal and vendors. In the process, the Buyer receives directions from the Manager and then communicates with the vendor regarding procurement needs.

After receiving the job disposition from the manager, we contact the vendor via official email to send RFQ, technical specifications, and procurement administration requirements. (Vicky Fachriza Maulana Interview: Monday 22 April 2026)

This statement shows that formal communication via email is the main instrument in the process of conveying procurement requirements to vendors. The use of formal media is considered important to ensure that there is accountable documentation in the procurement process.

Apart from communicating with vendors, buyers also have the responsibility to report the progress of the procurement process to the Buyer Manager as a form of procurement control and monitoring. The informant explained that every procurement development, including the results of negotiations, vendor evaluations, as well as obstacles that arise during the procurement process, must be reported regularly to superiors. This is as expressed in the following interview:

"We update all procurement developments to the manager, especially regarding the results of negotiations, vendor evaluations, and obstacles that occur in the field. (Interview with Vicky Fachriza Maulana: 22 April 2026)"

Based on the results of these interviews, it can be concluded that communication in the procurement process at PT Pertamina (Persero) Regional Sulawesi is carried out through a combination of formal and informal communication. However, formal communication remains the main basis for maintaining accountability, transparency and compliance with company procurement procedures.

Organizational Communication Patterns in the Procurement Process at Pertamina Regional Sulawesi Procurement

Based on the research results, the organizational communication pattern in the Procurement function of PT Pertamina Patra Niaga Regional Sulawesi shows the characteristics of being structured, tiered, digital-based, and oriented towards the principles of Good Corporate Governance (GCG). This pattern reflects that organizational communication does not take place informally, but follows systems, SOPs, and e-procurement platforms which are the center of information flow. If analyzed using Joseph A. DeVito's theory of organizational communication patterns which adopts the Bavelas and Leavitt model, then the communication patterns that occur in PT Pertamina Patra Niaga Regional Sulawesi Procurement are a combination of several forms of communication networks.

Based on the research results, the organizational communication pattern at Procurement PT Pertamina Patra Niaga Regional Sulawesi shows the implementation of an all-channel communication pattern or multi-directional communication that is structured, tiered and based on a digital system. This communication pattern is implemented by referring to the principles of good corporate governance (GCG), especially transparency, accountability and traceability in each stage of procurement. The entire procurement communication process is carried out through the flow that has been determined in the SOP and is documented through the e-procurement system and other formal company media.

The results of interviews with the Procurement Area Manager, Bondhan Rakasiwi, show that organizational communication in procurement takes place in three main directions, namely top-down, bottom-up and horizontal communication. Top-down communication is seen through the delivery of directions, work dispositions, and decision making from superiors to subordinates (Zhang et al., 2022; Urbancová et al., 2023; Porzner, 2023). Meanwhile, bottom-up communication is carried out through reporting work progress, conveying obstacles, and providing input from subordinates to superiors. Horizontal communication takes place between colleagues or between functions to speed up coordination and completion of work.

Conceptually, this communication pattern shows the implementation of all channel communication, namely a communication pattern that allows all members of the organization to exchange information openly according to work needs. Implementing this multi-directional communication pattern is important in the procurement process because procurement decisions require cross-functional coordination, rapid exchange of information, and involvement of various parties so that decisions taken are more comprehensive and unbiased (Shofa & Sary, 2023; Moh'd Anwer, 2023; Utomo, 2026).

Apart from that, horizontal communication applied in procurement also shows the importance of collaboration between work units in supporting the effectiveness of the procurement process. Horizontal communication allows direct exchange of information between employees who have equal hierarchical positions, thereby reducing bureaucratic obstacles and speeding up the work coordination process. The findings of this research are strengthened by the results of an

interview with Junior Buyer I, Vicky Fachriza Maulana, who explained that communication patterns in the procurement process are basically structured through SOPs and e-procurement systems, but still require flexibility in practice. Certain conditions such as document revisions, vendor clarifications, and acceleration of tenders require adaptive communication so that the procurement process continues to run effectively.

In practice, communication with superiors takes place in a formal and directed manner, especially regarding reporting work progress, requests for approval, and escalation of procurement obstacles. In contrast, communication between colleagues tends to be more flexible and collaborative, for example in technical discussions of tender documents, coordinating evaluation schedules, and completing work together (Lee et al., 2023; Nilsson, 2024; Menezes et al., 2026).

Based on these findings, it can be understood that the combination of formal communication and collaborative communication creates a balance between organizational control functions and teamwork flexibility. Control from superiors provides direction, certainty, and alignment of work with organizational goals, while collaborative communication between employees supports the exchange of ideas, sharing knowledge, and accelerated decision making. The synergy of these two approaches ultimately contributes to increasing work effectiveness and the quality of procurement results (Santos & Cabral, 2022; Dadzie et al., 2024; Kermani et al., 2024).

This research also found that the effectiveness of communication in the procurement process is supported using various communication media that are tailored to the needs and level of urgency of the information. The communication media used include the e-procurement system as the main procurement medium, official email for formal communication, internal communication applications such as Microsoft Teams and WhatsApp for fast coordination, as well as online and offline meetings for strategic discussions and important decision making (Shafiee & Rejali, 2022; Riauan et al., 2022; Purba et al., 2023).

The use of various communication media shows the organization's flexibility in choosing the communication channel that best suits the type of information being conveyed. Conceptually, this combination of digital and formal communication media contributes to increasing coordination efficiency, accelerating information exchange, and reducing the potential for communication delays in the procurement process (Nordmann et al., 2025; Okafor, 2026).

Apart from internal organizational communication, this research also shows that all-channel communication patterns are applied in the relationship between procurement and vendors. Based on the results of an interview with the Project Manager of CV Bhineka Tunggal, Agus Salim, it was discovered that communication with the procurement party was professional, structured and based on an e-procurement system. Vendors can follow all procurement stages clearly because each process has a systematic communication mechanism.

Communication with vendors is carried out via the e-procurement system as the main channel, while official email is used to submit document clarifications, requests for additional data, and notification of tender evaluation results. In certain conditions that require a quick response, communication can also be carried out through internal communication media in a professional manner and within the corridors of company procedures (Clemmons, 2022; Miller, 2024; Carradini et al., 2025).

The research results also show that the procurement party is considered responsive in providing clarification, especially in the planning process and discussion of tender documents. This condition helps vendors understand work requirements more clearly, thereby minimizing the potential for misperceptions in the procurement process.

These findings are strengthened by the opinion of the Assistant Project Manager of PT Teratai Lima, Indriani Prayoga, who stated that the procurement communication pattern within Pertamina Regional Sulawesi has been carried out in a structured, formal manner and refers to the principle of transparency. Procurement information is assessed to have been conveyed clearly and systematically through tender documents and official company announcements.

Thus, the results of this research show that the all-channel communication pattern in the procurement process at PT Pertamina Patra Niaga Regional Sulawesi is realized through integrated multi-directional communication between top-down, bottom-up, horizontal communication, as well as external communication with vendors. This communication pattern is supported by digital systems, structured SOPs, the use of various communication media, and a culture of collaborative coordination. This condition contributes to the creation of a more effective, responsive, transparent and accountable procurement process in accordance with the principles of good corporate governance.

Based on the research results, the organizational communication pattern in PT Pertamina (Persero) Regional Sulawesi Procurement functions as a control mechanism that supports the control and monitoring of all procurement activities so that they run in accordance with company plans, targets and procedures. This monitoring function can be seen through a structured communication flow between managers, buyers and vendors at each procurement stage.

The research results show that buyers have a strategic role as technical implementers of procurement as well as communication liaisons between internal companies and vendors. In its implementation, the buyer receives the job disposition from the Buyer Manager before communicating with the vendor regarding the need to procure goods and services. This communication is carried out through formal company media, especially official emails, which are used to convey RFQs, technical specifications and procurement administration requirements.

The use of formal communication via email shows the company's efforts to create a documented and accountable communication system. This communication documentation is an important part of supporting transparency and accountability in the procurement process because all procurement activities can be traced back through the company's audit trail.

Apart from acting as a communication liaison with vendors, buyers also have the responsibility to report all developments in the procurement process to the Buyer Manager. This reporting includes the results of negotiations, vendor evaluations, and obstacles that occurred during the procurement process. These conditions show that organizational communication not only functions as a means of coordination, but also as an internal control tool that allows managers to monitor procurement implementation on a regular basis.

Conceptually, the findings of this research show that organizational communication patterns in procurement have carried out a control mechanism function, namely as a means of supervision that ensures that all organizational activities run in accordance with SOPs, transparency principles and company targets. The flow of information that takes place in a structured manner between buyers and managers helps companies evaluate, monitor and make decisions more effectively.

Thus, communication at PT Pertamina (Persero) Regional Sulawesi Procurement is carried out through a combination of formal and informal communication. However, formal communication remains the main basis for maintaining accountability, transparency, procedural compliance and supervisory effectiveness in the company's procurement process.

Conclusion

The organizational communication pattern at Pertamina is structured, tiered and digitally based through SOPs and e-procurement systems. Communication takes place vertically and horizontally to maintain a balance between organizational control and flexible coordination. The communication patterns used are the Y pattern and all-channel, thus reflecting a combination of hierarchical communication with modern technology-based communication. Communication patterns are influenced by supporting and inhibiting factors. Supporting factors include system digitalization, SOP standardization, HR competency, and an organizational culture that upholds integrity and transparency. Meanwhile, inhibiting factors include differences in understanding of specifications (semantic barriers), time constraints, system technical constraints, and vendor readiness in using digital technology.

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