



# Purchasing Strategy and Its Impact on Raw Material Procurement in Manufacturing Companies

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## ABSTRACT

The purchasing division is an important part of the organizational structure in manufacturing companies. This division has an important responsibility and strategic role in supporting the smooth procurement of raw materials, especially in manufacturing companies. This is in the form of planning, coordination, and control in the process of procuring raw materials so that company operations can run optimally and according to specifications to support efficient production quality. This study aims to analyze how the role of the purchasing division in managing and supporting the availability of raw materials in manufacturing companies. The research method used is descriptive qualitative method with a case study approach in one of the manufacturing companies. Data collection was carried out through observation and interviews with purchasing staff directly to find out the procurement and management procedures for raw materials in the company. The results showed that the purchasing division staff in choosing suppliers, establishing good communication, and conducting periodic evaluations are the keys to success in ensuring the availability of raw materials quickly, precisely and efficiently. The main steps taken are daily recording, monitoring, and coordination with other divisions in determining the availability of raw materials in the company so that there are no obstacles faced such as delays in delivery, mismatches in specifications, and also the price of raw materials. Therefore, careful planning and good management are important factors in improving company performance to face changes and challenges in the future so that the company can continue to grow. Based on the findings and analysis conducted, the following suggestions are recommended to enhance the performance of the purchasing division. Companies should focus on improving the competencies of their human resources by regularly organizing training and professional development programs for purchasing staff. Key areas of focus should include negotiation skills, supplier relationship management, market analysis, and the effective use of information systems.



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## INTRODUCTION

In the world of manufacturing business, smooth production is the main thing that must be considered, this of course depends on the availability of adequate raw materials, both in terms of quantity, quality and timeliness in its procurement. In this case, the delay and unsuitability of raw materials will become an obstacle in production activities, so that it can disrupt operational efficiency and have a direct impact on quality and continuity in production (Angelica & Pradnyani, 2023). Therefore, effective and well-integrated procurement management is needed between divisions within the company. This control is very important to ensure that every management in the company can run smoothly according to the rules set. Integrated production cannot be separated from the management of raw material inventory, therefore a part that is able to reduce common problems in the production process.

One division that has an active role in the process of procuring goods and services is the purchasing division. Purchasing is the process of finding sources and ordering materials, services, and

equipment. These activities are sometimes called procurement. The main objective is to obtain materials at the lowest possible cost consistent with the quality and services required by a manufacturing company (Martina & Kurniawan, 2020).

In the purchasing process, purchasing will get requests from other divisions regarding the needs to be purchased. This is a mechanism that continues to be carried out every month or according to production needs made in the request form by other divisions when there are needs regarding the procurement of goods. The materials and products selected are part of the company standard, then the raw materials are processed into products that can be sold to customers.

To get the desired goods, usually the purchasing department will conduct a market survey to find, compare, and select several vendors (suppliers) who will work with the company in the future by considering the type of goods, quality, function, and price of these goods. Therefore, all procurement and purchasing activities must be carried out by the purchasing department because it ensures that the condition of the goods received is in accordance with the order that has been sent. It cannot be denied that the purchasing department is an important part in terms of the efficiency of the amount of costs incurred, so it is necessary to carry out the correct purchasing procedures. If it is not in accordance with good procedures and management, the company will suffer large losses. The goods must be available in the required quantity, at a reasonable price, and in accordance with the quality standards set by the company.

In order for the purchasing system to run smoothly, companies need reliable and structured procedures. As explained by (Sari et al., 2015) that purchasing in a company involves a number of important stages, starting from the purchase request procedure, requesting price quotes and selecting suppliers, ordering goods, to the process of receiving goods. In addition, debt recording and payment distribution are also part of the whole process. With these comprehensive systems and procedures, companies can minimize errors and increase efficiency in purchasing activities.

In its role, the purchasing division is faced with several challenges, such as the scarcity of an item, prices that are not in accordance with company standards, delays in delivery from suppliers, and the dynamics of market demand which sometimes change. Based on these problems, it is important to study further how the purchasing division carries out its functions in supporting the procurement process of raw materials in manufacturing companies. This research will discuss the understanding of the functions and responsibilities of the purchasing division in the supply chain, the flow of the raw material procurement process, and the challenges often faced in procurement activities. This research will also analyze the impact of the purchasing division's role on the company's operational efficiency.

## **RESEARCH METHODS**

This research uses a descriptive qualitative method, which is an approach that aims to gain an in-depth understanding of a real condition and experience in the field. According to (Moleong, 2021) qualitative research is research that produces descriptive data in the form of written or spoken words from people and observed behavior. The choice of this method is because it is appropriate and related to what is part of the current manufacturing business company division. Where it describes in detail and thoroughly about the role of the purchasing division in supporting the procurement of raw materials in manufacturing companies. The qualitative approach was chosen because the role of the purchasing division is not only measured through numbers or quantitative data, but through understanding the process, interactions between sections, the dynamics of relationships with suppliers, and also making the right decisions (Santoso et al., 2024). With this approach, researchers can explore more deeply about how the activities of the purchasing division are carried out in the company, what challenges are faced, and how strategies are applied in the procurement of raw materials in manufacturing companies.

This type of research is a case study conducted at one of the manufacturing companies as a research location. This case study allows researchers to examine intensively and contextually the processes currently taking place within the company, especially in the purchasing division.

This research was conducted at one of the manufacturing companies located in the Karawang area - West Java according to considerations of ease of access, as well as relevance to the research focus. The subjects in this study are staff from the purchasing division, as well as several related parties such as the warehouse and production departments. Informants were selected purposively, based on the

consideration that they certainly have a role, knowledge, and also direct experience in the company's raw material procurement process.

The data collection technique is done in three ways: Interview, conducted with purchasing staff to gather information on procurement procedures, supplier relationships, and challenges faced. Direct observation, the researcher made direct observations of the daily activities carried out by the purchasing division and interactions with other divisions to obtain the process of receiving goods. Documentation, the researcher reviewed several company documents such as the supplier list, purchase request form, purchase order form, and goods receipt letter.

To maintain data validity, researchers used source and method triangulation techniques. Data was compared between the results of interviews, observations, and documentation so that the results obtained were more accurate and reliable.

## **RESULTS AND DISCUSSION**

The Purchasing Division is a part of the company that has the task of providing the purchase of goods and services to meet the company's operational needs. Procurement of goods carried out by the purchasing division must be in accordance with the applicable system in the company, this is done so that the process of purchasing goods and services runs well, on time and gets the goods needed with the right quality and price (Rahmawati & Agustina, 2021). This division needs to implement effective management, which includes managing the procurement process and overall material arrangement, as well as efficient cost control. In terms of procurement, the activities carried out include planning needs, forecasting demand, and implementing raw material orders to suppliers. Meanwhile, in terms of material management, the process includes receiving goods from suppliers, storing them according to the standards and SOPs that apply in the company, and distributing materials to the production department according to the number of requests made. All these stages must be carried out in a well-coordinated and controlled manner so that there are no obstacles that have an impact on the smooth production and operational efficiency of the company.

### **Functions and Responsibilities of Purchasing in Raw Material Procurement**

In today's business, the purchasing function is certainly still very much used in companies and is usually incorporated in the SCM (Supply Chain Management) function or part of the company's production and operational functions. The main function of purchasing is responsible for purchasing products and raw materials needed by the company with the most dominant criteria of finding the cheapest price in certain specifications. This function requires purchasing to be able to compare the advantages and disadvantages of products purchased from suppliers or suppliers by looking at the specifications that are already in the hands of purchasing for company needs. The information used as a benchmark for comparing products and offers between suppliers is certainly not fully open to the public (Haryo, 2018).

According to Komala et al. (2024) in his book that the procurement function in company management is one of the earliest operational functions because it plays an important role in the availability of raw materials. Without proper procurement, other functions cannot run optimally because there is no strong basis to support the company's operational activities. In the context of procurement management in general, careful planning involves various activities such as determining needs, finding and evaluating suppliers, and managing the process of requesting to ordering goods or services. The process also includes checking and matching goods received, finalizing payment administration to vendors, and managing long-term relationships and contracts with supply partners. Each stage of procurement requires skills in supply chain management, including the ability to plan raw material requirements and organize distribution flows to achieve procurement goals efficiently and effectively. The following is an explanation of the functions and responsibilities of the main purchasing department.

### **Purchasing Division Functions**

Purchasing ensures that all the company's goods and services needs are met according to standards of quality, quantity, best price, and right delivery time. This includes procurement of raw materials, office supplies, spare parts, production equipment, and other needs. Purchasing must plan purchasing needs in coordination with other departments such as production, warehouse, and finance so that purchases are not overstocked or stocked out.

Supplier Negotiation and Selection: Purchasing is responsible for selecting and working with reliable suppliers. Purchasing also negotiates for the best prices and favorable payment terms. Purchasing helps companies control operational costs by finding alternative sources of goods or services that are more efficient without compromising on quality. All purchasing activities must be neatly recorded, from purchase requests (PR), purchase orders (PO), to receipt of goods and invoices from suppliers. This administrative function is important as a basis for preparing financial reports and audits.

### **Purchasing Division Responsibilities**

Receive and verify purchase requests from various departments to ensure that the requested goods or services meet the required specifications and are genuinely needed. Then, prepare a Purchase Order (PO) as an official commitment from the company to the supplier. The PO must contain complete information on the type of goods, quantity, price, payment terms, and delivery date. supervise and ensure that goods/services are delivered on time and in accordance with the requested specifications. If there is a delay or discrepancy, the purchasing department must clarify or complain to the supplier.

Evaluate suppliers periodically based on the criteria of product quality, on-time delivery, service, and price. The results of these evaluations are used to retain or change suppliers if necessary.

When goods arrive, the Purchasing Department must ensure that both the Warehouse and Quality Control (QC) teams receive and properly inspect the items. If any goods are damaged or do not meet the required specifications, the purchase will be rejected, and a return will be initiated. The department is also responsible for preparing routine purchasing reports for management review. These reports include data on expenditures, supplier performance, and cost efficiencies achieved. Purchasing is not merely a function that 'buys things,' but a strategic department that plays a vital role in ensuring smooth operations and maintaining cost stability within the company. Good purchasing performance will have a direct impact on smooth production, financial efficiency, and customer satisfaction, especially if the final product depends on the quality of the raw materials purchased.

### **Flowchart of Raw Material Procurement Process**

Based on the results of observations in the study, the flow of the raw material procurement process carried out by purchasing can be analyzed. The purchasing workflow is a very vital part in supporting the smooth operation of the company, especially in the manufacturing and production sectors. Therefore, a systematic and well-documented workflow will help prevent errors in the purchasing process (Pangestu, 2024).

One effective way to illustrate the overall purchasing process is through a flowchart. Flowcharts provide a visualization of each stage of the process, from identifying requirements to receiving goods and invoices. With a flowchart, all parties involved can understand their respective responsibilities, document flow, and key decision points.

Flowcharts make a significant contribution to the management of business processes, especially in purchasing activities. The use of flowcharts can clarify and increase transparency at every stage of the procurement process, so that all parties involved can understand the overall workflow. In addition, these diagrams also play a role in supporting the company's internal monitoring and control functions because the flow of activities can be tracked and evaluated easily. With systematic visualization, companies can more easily identify potential obstacles, inefficiencies, and duplication of processes that can result in wasted costs or time. Flowcharts also help ensure that the execution of purchasing tasks can be carried out more precisely and efficiently because the flow has been designed logistically and structured. Lastly, the presence of flowcharts is highly beneficial in the training process for new employees, as they present work procedures clearly and in an easily understandable manner, thereby facilitating quicker adaptation and comprehension of tasks.

Thus, the documentation of purchasing workflows in the form of flowcharts is not only a visual aid, but also an important managerial instrument in supporting effective, efficient and responsible corporate governance (Asnada, 2024).

Furthermore, flow charts also serve as an evaluation tool and a basis for continuous improvement. By analyzing each stage depicted in the flowchart, management can identify processes that require optimization, eliminate unnecessary steps, and integrate technology to enhance both efficiency and accuracy. In the context of auditing and compliance, flowcharts are supporting documents that greatly assist auditors in assessing whether the purchasing process has been carried out



The figure above shows a flowchart or flowchart of the purchasing process in a manufacturing company. This flowchart is used as a systematic guide to manage the activities of purchasing goods or services to support company operations.

**Start:** This stage is the starting point of the entire purchasing process. The purchasing process begins when there is a need for goods or services, whether for production, machine maintenance, office operations, or other needs. These requests usually come from operational or production departments that are facing material shortages or need certain equipment to keep business processes running smoothly. This stage triggers purchasing activities which then proceed to the needs identification stage.

**Identification of needs:** At this stage, the relevant departments (usually production, engineering, or maintenance departments) analyze what is needed. This includes the type of item, quantity, technical specifications, quality, and time of use. The main objective of this stage is to ensure that the need is real and urgent and that it meets technical specifications that meet company standards. Accurate identification will minimize purchasing errors such as mismatches, overstocks, or delays in internal distribution.

**Purchase Request (PR) and PR Approval Verification:** After the needs are identified, the user will fill out a Purchase Request (PR) document. The PR document serves as a formal submission of the request to the purchasing department. The content of the PR includes detailed information about the goods/services, quantity, reason for need, and time required. The PR must then be executed and approved by the supervisor or section head as a form of internal control. This verification is important to avoid purchases that are not within budget or are not urgent.

**Supplier Search and Selection:** The purchasing department will start looking for suppliers who are competent and fit the specifications of the requested items. The selection process is based on several criteria such as price, product quality, company reputation, delivery time, after-sales service, and location proximity. In some cases, companies use a list of verified suppliers. However, if this is not available, then an open selection is done. This stage is crucial because the quality of suppliers greatly affects the cost efficiency and operational success of the company.

**Request for Quotation (RFQ):** Once a supplier is selected, the purchasing department sends out a Request for Quotation (RFQ). The RFQ is a formal document that contains a price request for the goods or services required, complete with specifications and other conditions. The supplier will respond by sending a quotation. This stage allows the company to compare multiple quotes so that it can choose the most competitive one without compromising on quality.

**Purchase Order Creation and Approval:** Based on the results of the RFQ evaluation, the purchasing department will create a Purchase Order (PO) to the selected supplier. The PO is an official document stating that the company has officially ordered goods or services in accordance with the agreed price, quantity, and other conditions. The PO must be approved by management before it is sent to the supplier. The PO is the legal and administrative basis for the purchasing process, so it needs to be made carefully and accurately.

**Use of Goods by the Production Department:** Goods that have passed the QC process and are recorded in the system will be handed over to the production department or end user. This stage indicates that the item is ready to be used in the operational process in accordance with the initial purpose of the enthusiast. The distribution of goods is carried out by recording so that usage and stock remain under control.

**Invoice Receipt:** After the goods receiving process is completed and declared feasible, the supplier will send an invoice or bill of payment to the company. This document will then be checked by the finance department and compared with the PO and receipt note to ensure the suitability of the information. After this process, the payment process can be carried out according to the agreed schedule.

**Finish:** This is the final stage of the purchasing process. All documents involved (PR, PO, RFQ, receipt, invoice) will be archived by the administration or finance department. Neat documentation will facilitate the audit process, supplier evaluation, and become a reference for the next purchasing process.

### **Purchasing Challenges in the Raw Material Procurement Process**

Supply chain management plays a critical role in ensuring the smooth procurement of raw materials and is a key strategy for enhancing a company's competitive advantage particularly in the face of increasing competition at the local, regional, and global levels. Within this framework, the design of an effective and responsive network structure is essential. An efficiently organized procurement process

for goods and services can significantly contribute to the company's overall competitiveness, especially when managed professionally. For the Purchasing Department, this presents a distinct challenge, particularly in maintaining the seamless flow of raw material procurement. The division must navigate a range of complex and dynamic issues throughout the procurement process. These challenges not only come from internal company factors, but also from external conditions that are difficult to predict. Therefore, purchasing is required to have a structured, flexible approach, as well as high adaptability to various changes in raw material procurement management. Without effective purchasing management, the supply chain will not run optimally, which can have an impact on the company's overall performance (Widyanti et al., 2024). The following challenges are often faced by the purchasing division in the raw material procurement process:

Uncertainty in demand from customers often makes it difficult for the purchasing team to plan raw material purchases. When demand fluctuates, it is difficult to determine how raw materials should be supplied, when to order, and how often to procure. Inaccuracies in this regard can lead to overstocks or stock-outs, both of which negatively impact production efficiency and service to customers.

Supply chains are highly vulnerable to unpredictable external disruptions, such as natural disasters, political conflicts, pandemics, to internal issues from suppliers such as production delays or logistical difficulties. These disruptions can cause delays in the delivery of required raw materials, potentially halting production activities, and causing financial and reputational losses.

Purchasing must strike a balance between maintaining sufficient inventory levels to support production continuity and avoiding excessive stock buildup that can result in high storage costs, risk of expired goods, or damage. Suboptimal inventory management can also waste resources and reduce operational efficiency (Anis et al., 2024). The quality of the relationship between the company and its suppliers determines the success of raw material procurement. The purchasing department also needs to build long-term, mutually beneficial partnerships based on trust, open communication, and a shared commitment to quality and timeliness. Disputes or misunderstandings can lead to delays, reduced quality, and even costly terminations.

Maintaining the quality of raw materials received from various suppliers is a major challenge. Purchasing must be able to ensure that all materials delivered meet predetermined quality standards. This involves close monitoring of suppliers' production processes, periodic audits, and consistent implementation of incoming material inspection procedures (Utama et al., 2024).

Procurement divisions often face the challenge of reducing procurement costs without sacrificing quality or timeliness. This challenge requires strong negotiation skills, competitive supplier selection, and finding cheaper alternatives for materials that still meet specifications. In addition, efficiency in the purchasing process can also help reduce operational costs.

Slow or inaccurate information flow between departments can lead to ordering errors, duplication of work, or delays in decision-making. Purchasing urgently needs an integrated, real-time information system to efficiently monitor stock availability (Santoso & Legowo, 2014), order status, and communication with suppliers.

Another challenge is to identify potential risks that could disrupt the smooth running of raw material procurement, in terms of operations, finance, legal, and data security. Purchasing needs to develop risk mitigation strategies such as supplier diversification, emergency alternative procurement, and implementation of strict data security policies in digital transactions (Reza et al., 2024).

Facing these obstacles requires a planned and strategic supply chain management approach. Management must participate in improving the competence of human resources in the purchasing division, strengthening cooperative relationships with suppliers, and implementing effective and transparent communication principles that will be the key to overcoming these challenges in a professional and sustainable manner (Santoso & Kasih, 2024).

In the manufacturing industry, supply chain management is essential to ensuring the timely and efficient procurement of raw materials a critical strategy for strengthening a company's competitive advantage amid growing competition at the local, regional, and global levels (Santoso & Kasih, 2024). A key success factor in this process is the design of an effective and agile supply network structure. Professionally managed procurement of goods and services not only supports production continuity but also enhances overall operational efficiency and cost control (Santoso et al. 2025). For the Purchasing Department, this represents a significant challenge, particularly in safeguarding the uninterrupted supply of raw materials. The division must address a variety of complex and dynamic challenges,

ranging from fluctuating material availability and pricing to supplier performance and logistical constraints (Santoso & Kasih, 2024).

### **The Impact of Purchasing's Role on the Company's Operational Efficiency**

In the procurement of raw materials for manufacturing companies, the role of purchasing on production cost efficiency is very influential. In the context of production costs, purchasing plays a role in ensuring that all raw material needs and other supporting goods can be obtained with the right quality, appropriate quantity, competitive price, and the right delivery time. Many types of negligence in production activities can cause cost differences to the company's operational efficiency, because therefore the purchasing division must be able to make efficiency to find out whether there are differences that occur that cause losses and can also provide benefits for the company (Septiani et al., 2023; Santoso et al., 2020).

Cost control is an effort made by the purchasing team to reduce the cost of procuring goods or services so that the company's operational burden, especially in carrying out the production process in manufacturing companies, is not too large and does not interfere with other operations. Within the scope of purchasing, cost control over the company's operational efficiency can be done in several ways, such as replacing goods with the same quality but cheaper prices, renegotiating with suppliers, and comparing market prices regularly (Septiani & Santoso, 2024).

To effectively fulfill its role, the Purchasing Department must implement a range of procurement techniques aimed at improving operational cost efficiency. One widely used approach is strategic sourcing a method that involves the careful evaluation and selection of suppliers based on key criteria such as capabilities, quality, cost-effectiveness, and the ability to ensure a sustainable supply. By partnering with strategic suppliers, companies can build stable, long-term relationships that enhance profitability, reduce supply chain risks, and help prevent unexpected costs.

In a Just-in-Time (JIT) system, purchases are made precisely in line with production schedules. The goal is to minimize storage costs, avoid excess inventory, and reduce the risk of raw material damage or obsolescence. This approach is particularly effective when supported by a reliable and responsive logistics and distribution network.

Purchase Budget Control is designed to organize and align all purchasing activities with the company's overall financial planning. Through strict budget management, the Purchasing Division can prevent unnecessary spending, avoid procurement of non-essential items, and ensure that all expenditures contribute to operational efficiency and strategic goals.

Efficient purchasing must be able to accurately forecast raw material requirements using historical data, market trends, and production projections. Accurate forecasting helps prevent both overstocking and stockouts, which can lead to production disruptions and unexpected cost increases. Failure by the Purchasing Department to meet these forecasting and procurement responsibilities can directly impact the production process causing delays, raw material wastage, and increased production costs. These inefficiencies may lead to cost variances that negatively affect the company's overall efficiency and profitability.

### **CONCLUSION**

Based on the results of the research conducted, it can be concluded that the purchasing division plays a very important role in supporting the continuity of production activities in manufacturing companies. This division is responsible for ensuring the availability of raw materials on time, in the right amount, and according to the specifications needed by the production department. The main functions of the purchasing division include identifying raw material needs, selecting and evaluating suppliers, negotiating prices and payment terms, ordering goods, and monitoring the process of shipping and receiving materials. The flow of the raw material procurement process generally starts from an internal request by the production department, then continues with the supplier selection process based on price, quality, and supply capacity criteria. After supplier selection, purchasing makes an official order (Purchase Order), then the process of receiving and checking the goods received by the warehouse is carried out. This entire process requires strong coordination between purchasing, production, and warehouse to run smoothly. However, in carrying out its duties, the purchasing division faces various challenges. Some of them are the instability of raw material prices in the market, late deliveries from suppliers, limited availability of materials, and internal communication constraints that cause the

procurement process to be inefficient. These challenges, if not properly addressed, can have a direct impact on production delays, increased operational costs, and decreased overall company productivity. However, with an optimized role, the procurement division can have a positive impact on the company's operational efficiency. Good management of raw material procurement can help companies reduce purchasing costs, minimize the risk of raw material shortages, maintain a smooth production process, and overall support the achievement of production targets and increase the company's competitiveness in the market.

From the findings and analysis carried out, here are some suggestions that can be applied by companies to improve the performance of the purchasing division, namely by increasing the competence of human resources, companies need to regularly organize training and competency development for purchasing staff, especially in terms of negotiations, managing relationships with suppliers, market analysis, and using information systems. With adequate skills, the purchasing team can make more strategic and quick decisions in the face of market dynamics. To improve efficiency and transparency, companies are also advised to implement an e-procurement system. This system allows real-time monitoring of the procurement process, simplifies record-keeping, and minimizes potential errors in administration and communication. Purchasing not only acts as a buyer, but also as a strategic partner in maintaining supply continuity. Therefore, establishing mutually beneficial long-term relationships with credible suppliers will help the company secure the supply of raw materials with competitive quality and price, and improve delivery reliability. In addition, one of the keys to successful procurement is effective coordination between the purchasing division and other departments such as production, planning, warehouse and finance. With good communication, raw material needs can be predicted more accurately, procurement can be done on time, and the payment process to suppliers can also run smoothly. It is also recommended to conduct periodic evaluations of supplier performance based on quality parameters, on-time delivery, and response to complaints. This is so that the company only works with suppliers who have a high commitment and are able to meet company standards.

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