

Faktor-Faktor yang Memengaruhi Pemahaman Storeman Terhadap SOP pada PT Madhani Talatah Nusantara

Factors that Influence Storeman's Understanding of SOPs at PT Madhani Talatah Nusantara

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ABSTRAK

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Storeman merupakan bagian dari Supply Chain Management yang berperan penting sebagai penerima pertama masuknya barang persediaan dan memiliki tanggung-jawab untuk menerima, memverifikasi barang persediaan atau barang olahan yang datang dari pemasok atau vendor atas pesanan dari bagian pembelian perusahaan. Ketaatan dalam penerapan SOP diharapkan dapat memberikan dampak dalam mengurangi risiko penyimpangan dan terjadinya kecelakaan. Metode penelitian yang peneliti pakai adalah metode kualitatif, dengan menggunakan teknik pengumpulan data melalui dokumentasi dan wawancara mendalam kepada informan. Keabsahan data diuji dengan adanya kreabilitas data dan pengelolaan data melalui teknik triangulasi. Disimpulkan bahwa faktor-faktor yang memengaruhi tingkat pemahaman storeman terhadap SOP Purchasing and Delivery Unit pada PT Madhani Talatah Nusantara adalah adanya pemahaman SOP yang baik dari karyawan, edukasi dan sosialisasi SOP sedari awal, pemahaman karyawan akan pentingnya kaitan satuan kerja antar satu dengan yang lain, kerjasama yang baik antara atasan dan karyawan untuk tetap konsisten menerapkan SOP yang berlaku, adanya pemberian contoh yang baik dari atasan, serta adanya kegiatan evaluasi kerja atas SOP yang telah dilaksanakan dalam satu periode.

Kata Kunci: SOP; Prosedur Penerimaan Barang; Supply Chain Management; Storeman; Gudang

ABSTRACT

The Storeman is part of Supply Chain Management who is tasked with being the main entrance for goods and is obliged to receive, check goods or food ingredients that come from suppliers on orders from the purchasing department. Compliance with SOPs has a negative impact on deviations and accidents. The research method used by researchers is a qualitative method, with data collection techniques through documentation and in-depth interviews with informants. The validity of the data is tested by data credibility and data management through triangulation techniques. It was concluded that the factors that influence the storeman's level of understanding of the Purchasing and Delivery Unit SOP at PT Madhani Talatah Nusantara are good understanding of the SOP from employees, education and socialization of the SOP from the start, employee understanding of the importance of the relationship between work units and each other, Good cooperation between superiors and employees to consistently implement applicable SOPs, by providing good examples from superiors, as well as work evaluation activities on SOPs that have been implemented in one period.

Keywords: SOP; Good Receipt Procedure; Supply Chain Management; Storeman; Warehouse

1. INTRODUCTION

Competition in the economic and business sectors is becoming increasingly selective, requiring companies to improve their performance in carrying out business operations more effectively, productively, and innovatively. Company performance is measured by the expertise in operating and utilizing resources efficiently to generate outputs that can maximize profits for the company. One of the factors that can optimize a company's performance is the implementation of Standard Operating Procedures (SOP) in each work unit to enhance efficiency and systematic performance.

The purpose of the goods receiving procedure is to ensure that all individuals are informed about the products and spare parts acquired by the company, regardless of whether the goods received match the order or not. The product receiving procedure serves to guarantee the quality of the received goods. The merchandise is received by the store owner or receiver. In addition, the goods receiving procedure helps the staff manage the receipt of goods more efficiently.

The goods receiving department is responsible for accepting all items obtained by customers. This department performs a physical count after receiving purchased products to verify their conformity with the Purchase Order, using methods such as counting, weighing, or other applicable techniques (Mahyudin & Suradi, 2018). Furthermore, the receiving department is responsible for conducting quality checks on the received goods. The delivery or shipping documents are signed by the goods receiving section. (Siregar, 2019).

As stated by P. Tyagi (2014), the supply chain is a system through which a business delivers its produced goods and services to its clients. This chain functions as a network consisting of interconnected elements with a common goal of optimizing the acquisition and distribution of goods (Nabila, Lubis, & Aisyah, 2022).

Research conducted by Cain et al. (2018) defines supply chain management as the process of supervising and controlling the entire cycle of activities involved in the movement of materials or raw commodities, including payments and information flow, from suppliers to manufacturers, and from wholesalers to consumers. Supply chain management is a broad and complex task that depends on the smooth cooperation of all involved parties, including suppliers, manufacturers, and others. The goal of supply chain management is to optimize customer value and achieve a competitive advantage in the market (Mukhamedjanova, 2020).

PT Madhani Talatah Nusantara is a company engaged in the mining sector, operating as a "Mining Contractor." (Hantanto, 2022). At PT Madhani Talatah Nusantara, storekeepers play an essential role in supply chain management. Their main responsibility is to serve as the central point for incoming goods, ensuring the receipt and inspection of materials and supplies from vendors according to the purchasing department's orders.

Policy acts as a catalyst or driver of this process, as stated by Notoatmodjo (2012). The driving factors include regulations, SOPs, supervision, and other related elements. (Wibowo et al., 2021) Companies are required to provide work procedures since these are essential elements encompassing safe work operations, including steps and stages of work, while considering occupational safety and health issues. The main objective of developing SOPs is to provide comprehensive knowledge to employees, enabling them to perform their duties professionally with maximum safety and security.

Compliance with Standard Operating Procedures (SOP) directly affects the mitigation of deviations and minimizes the occurrence of accidents. However, employees sometimes disregard established protocols, leading to unsafe behavior that ultimately causes workplace accidents. To ensure workers' compliance with work regulations, it is important to have a thorough understanding of the underlying issues. Compliance is a behavioral component that involves performing tasks obediently and following established instructions (Boerman et al., 2019).

Based on the above explanation, the researcher is interested in conducting a study on the factors that influence the level of understanding of storemen at PT Madhani Talatah Nusantara in implementing the goods receiving SOP applied in the company. This research aims to describe the factors influencing storemen's compliance in performing their duties in receiving goods at PT Madhani Talatah Nusantara in accordance with the Purchasing and Delivery Unit SOP.

The research method used is qualitative, with data collection techniques through documentation and in-depth interviews with informants. Data validity was tested using data credibility and management techniques through triangulation.

It is concluded that the factors influencing the storemen's level of understanding of the Purchasing and Delivery Unit SOP at PT Madhani Talatah Nusantara include good employee comprehension of the SOP, early education and socialization of the SOP, employees' understanding of the importance of inter-unit work relationships, strong cooperation between superiors and employees to maintain consistent

implementation of the SOP, exemplary leadership behavior, and regular performance evaluations of SOP implementation over a given period.

Standard Operating Procedure

Sailendra (2015) defines a Standard Operating Procedure (SOP) as a comprehensive guideline for work processes that must be followed by all members of a company or institution. SOP serves as a directive toward the desired results that a company or organization aims to achieve. It is a written document outlining specific tasks and daily procedures. The purpose is to ensure that work is carried out accurately, precisely, and consistently, thereby producing outcomes that meet established standards (Tathagati, 2014).

As stated by Atmoko (2013), a Standard Operating Procedure (SOP) is a set of guidelines or references that determine how tasks should be performed within a government agency. These guidelines are prepared based on technical, administrative, and procedural indicators and are aligned with the specific procedures and work systems of the relevant work unit. Based on the above explanation, it can be concluded that a Standard Operating Procedure (SOP) is a guideline for carrying out tasks in accordance with their respective functions (Pratama & Intan, 2021).

The primary objective of establishing a Standard Operating Procedure (SOP) is to provide clear work rules to ensure systematic control over company activities. By controlling these activities, the desired goals can be achieved optimally. According to Fatimah (2015), the purposes of developing SOPs for organizations in their operations are as follows: first, to ensure uniformity and integration of each employee's work; second, to explain the sequence of tasks and detail the duties of each work unit. Moreover, the systematic formulation of SOPs not only simplifies the monitoring process but also optimizes the time allocated for training programs. After examining the main objectives of creating SOPs, the next stage involves evaluating the benefits of SOP implementation for each department within the company.

The implementation of Standard Operating Procedures (SOP) facilitates companies in achieving their organizational objectives. To attain these goals, companies establish SOPs that provide employees with instructions on how to perform their duties while minimizing errors during the process. According to Budihardjo (2014), SOP is a form of software that regulates and controls various stages of a specific work process or procedure.

Inventory Receiving Procedure

According to the Indonesian Logistics Association, goods receiving refers to the actual receipt of items from factories, principals, or distributors. This process must align with the ordering and shipping documentation and meet the necessary requirements for proper handling of the goods.

Utojo (2019) defines goods receiving as the procedure for accepting goods from vendors by cross-referencing them with a specific Purchase Order (PO) number. Based on this statement, it can be concluded that goods receiving refers to the acquisition of physical goods from factories or vendors. The Purchase Order (PO) serves as a document that specifies the quantity and type of goods to be received, ensuring their conformity with the Purchase Order.

The product receiving department is responsible for accepting all commodities acquired by the company. The receiving section is responsible for performing accurate physical checks, such as counting, weighing, or using other applicable methods, to ensure that the products received match the Purchase Order. In addition, the department must carry out inspections (Siregar, 2019).

In the implementation of goods receiving at PT Madhani Talatah Nusantara, several documents support the operation of the company's Purchasing and Delivery Unit. These documents include:

1. Material Request (MR), The material request list, sometimes referred to as a material request form, is a formal document used by the production department to officially request the materials needed for the completion of the production process. In Soleh's (2021) study, it is emphasized that the material request system is a complex procedure that considers incurred costs, ensuring that they do not exceed the budget limits predetermined by the project contract value. However, the basic principle of this system remains consistent regardless of the company's size or industry (Soleh et al., 2021).
2. Purchase Order (PO), An SAP document used to record the receipt of products or services from vendors or contractors. A PO is generated in response to a Purchase Requisition (PR) or Shopping Cart (SC) created by the user. The responsibility for executing the PO publication process lies with the Buyer, Procurement Manager, and Category Manager (Wayan et al., 2019).

3. Purchase Requisition (PR), A purchase request document generated by a department and subsequently forwarded to the organization's finance department. Once this request has been approved by the relevant stakeholders and authorized personnel, it is then processed into a Purchase Order (PO) (Rahayu, 2022).

4. Delivery Order (DO), A letter issued by a shipping company or goods carrier to the shipper, serving as proof of container pickup or delivery of goods from the sender's warehouse to the destination warehouse. Prastyorini & Syaputra (2020) Delivery Orders (DO) are categorized into two types: orders received from customers when delivering raw spare parts to the warehouse, which are used by storekeepers to verify that the quantities listed in the document match the quantities received; and internal DOs, which are issued by the coordinator after the production process has been completed or the products are fully finished and ready for shipment to the customer (Cuandra et al., 2022).

Organizational Structure

In the goods receiving process at PT Madhani Talatah Nusantara, several interrelated roles share responsibilities for handling the company's incoming goods. These roles are described as follows:

1. Project Manager, The project manager is an individual responsible for overseeing and directing the day-to-day operations of a project to ensure its successful completion. This role aligns with the definition provided by PMBOK (2013), which states that a project manager is a person appointed by an executive to lead a team in achieving project objectives. This individual is responsible for ensuring that the project adheres to the established plan. Moreover, a project manager must possess competencies such as expertise, proficiency, and adequate interpersonal skills. In the supply and receiving unit procedure of PT Madhani Talatah Nusantara, the project manager's main task is to authorize purchase request documents.

2. SPV Warehouse, A person who serves as the head of warehouse management and holds full responsibility for the warehouse. The Warehouse Supervisor at PT Madhani Talatah Nusantara assigns the warehouse foreman to oversee the work of the storemen and expeditors to ensure compliance with the company's operational procedures.

3. Foreman Warehouse, An individual responsible for supervising warehouse staff and workers on the production floor, including managing workflow and monitoring performance. The warehouse foreman directly oversees a specific work section to ensure smooth operations in accordance with procedures, constantly checks the quantity of ordered goods, and communicates with vendors in the event of errors or defects in inventory items arriving at PT Madhani Talatah Nusantara's warehouse.

4. Storeman, A person who receives merchandise requested by the expedition department. Before receiving goods, the storeman must verify that the ordered items, prices, quantities, and physical conditions correspond with the Purchase Order created by the expedition department (Kholifatun & Nurcahyo, 2018).

5. Expeditor, At PT Madhani Talatah Nusantara, the expeditor is responsible for selecting and offering the best possible prices to vendors. The expeditor prepares inventory purchase documents through a Purchase Requisition after the document's status has been updated from a Material Request (MR). The expeditor then coordinates with the project manager via email to obtain approval for the purchase. Once the PR status has been approved, the expeditor issues a Purchase Order (PO) to process the requested inventory purchase from the vendor.

2. RESEARCH METHOD

The researcher used a qualitative research method. The quantitative research method involves a methodical and scientific investigation of specific components and phenomena (Febriantoko & Mayasari, 2018).

A. Data Collection Techniques

1) Interview

According to Jovan and Riana (2019), an interview involves a systematic exchange of questions and answers between the researcher and the informant. Febriantoko et al. (2019) the data collection method was carried out by conducting interviews with relevant leaders to describe the situation and conditions. The interviews were conducted to gather verbal information from individuals who have direct knowledge of the product receiving procedures at PT Madhani Talatah Nusantara. The author collected data through a question-and-answer session with the SCM department, represented by Mr. Roni Saputra, regarding the Standard Operating Procedure (SOP) for goods receiving at PT Madhani Talatah Nusantara, Tanjung Enim Site.

2) Documentation

The documentation procedure involves the systematic collection and examination of written documents, images, or important works created by individuals. Mayasari (2020) the document study data collection

technique used by the author involved gathering soft files related to the goods receiving procedures and photographic documentation taken during the goods receiving activities at PT Madhani Talatah Nusantara, particularly at the Tanjung Enim site.

B. Data Validity Test

1) Data Credibility

A credibility test also measures accuracy. According to Riana Mayasari (2023), credibility is a measure of how true the collected data is. It indicates how well the researcher's ideas align with the research findings. The completeness of the data collected from various sources is used to assess the credibility of the data (Mayasari et al., 2023).

2) Triangulation

Masnila and Riana (2020) stated that triangulation is a multi-method approach in data collection and analysis. Masnila et al. (2022) technical triangulation refers to the use of different methods to reveal data from sources, as explained by Satori and Komariah (2009). Time triangulation, on the other hand, involves verifying the credibility of data by collecting it at different times, as also discussed by Satori and Komariah (2009). Mayasari et al. (2021) the triangulation used by the researcher includes time, technique, and source triangulation. Data yang diambil dari bagian pengadaan adalah jumlah kuantiti pemesanan obat ke supplier, *lead time* pengiriman obat setelah dilakukan pemesanan ke supplier sampai dengan obat diterima oleh logistik farmasi, dan periode pemesanan.

3. RESULTS AND DISCUSSION

A. Research Results

The qualitative method used by the researcher employed semi-structured interview techniques. In this interview, there were two informants, and the analysis results were obtained from the following data.

Table 1. Informant Data

Position	Code	Gender	Time
Foreman SCM PT Madhani Talatah Nusantara	An	Male	Night
Storeman SCM PT Madhani Talatah Nusantara	Rn	Male	Day

Source: Data Processing Results

From the results of the interviews, eight concepts were obtained using the triangulation technique, which are presented in the following table.

Table 2. Open Coding

Interpretation	Subcategory	Category	Concept
SOP is a workflow procedure implemented by the company	SOP as a work procedure	Level of SOP understanding	SOP comprehension
SOP serves as a work system reference for employees	SOP as workflow		
The company provides job description socialization during the agreement process	Early-stage socialization	Job description socialization and education	Company socialization
The company provides job description socialization at the beginning of the year			
Storemen need to collaborate with the Plant Department and Cost Control Department to avoid errors in order processing	Departement Plant Department Control	Cost	Menghindari kesalahan pemesanan
Storemen need to cooperate with the Supply Chain Department	Departement Supply Chain	Supply	Inter-unit collaboration
Storemen maintain communication with superiors and comply with the agreed SOP	Communication Mematuhi SOP	Storeman	Consistency in SOP implementation

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Foremen supervise SOP implementation by storemen	Pengawasan terhadap storeman	Foreman
Conducting quality checks on goods	Quality control	Goods receiving service
Providing guidance and supervision to storemen	Foremen's guidance and supervision	Company assistance
SOP evaluation to minimize work errors	Minimizing work errors	Importance of SOP discussion and evaluation
SOP evaluation to build a work culture	Building a work culture	Company evaluation
No rewards are given	Exemplary employee	Company rewards
Rewarding exemplary employees		Employee rewards
SOP socialization and education can be conducted through coaching	Coaching	Improved SOP education methods
SOP socialization and education can be conducted through more engaging visual media	Appealing visual materials	Company education

Source: Data Processing Results

Based on the axial coding data, interrelated data among categories were obtained, as shown in the following table.

Table 3. Axial Coding

Concept	Subcategory
Konsep #1 SOP Understanding	Subkategori #1 SOP as a work procedure
	Subkategori #2 SOP as workflow
Konsep #2 Company Socialization	Subkategori #3 Early-stage socialization
	Subkategori #4 Departement Plant
Konsep #3 Company Socialization	Departement Cost Control
	Subkategori #5 Departemen Supply Chain
	Subkategori #6 Communication, SOP Compliance
Konsep #4 Consistency in SOP Implementation	Subkategori #7 Supervision of storemen
	Subkategori #8 Quality control
Konsep #5 Company Assistance	Subkategori #9 Foremen's guidance and supervision
	Subkategori #10 Minimizing work errors
Konsep #6 Company SOP Evaluation	Subkategori #11 Building a work culture
	Subkategori #12 Exemplary employees
Konsep #7 Company Rewards	Subkategori #13 Coaching
	Subkategori #14 Engaging visual materials

Source: Data Processing Results

Based on the results of the selective coding, nine categories were obtained from fourteen subcategories, as described in the table below.

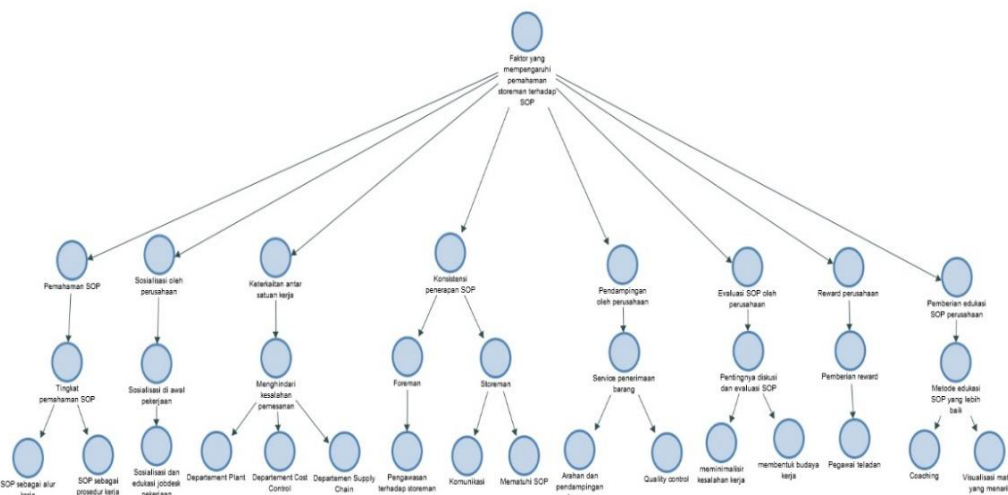
Table 4. Selective Coding

Subcategory	Category
Subkategori #1 SOP as a work procedure	Kategori #1 Level of SOP understanding
Subkategori #2 SOP as workflow	
Subkategori #3 Early-stage socialization	Kategori #2 Job description socialization and education

Subkategori #4 Departement Plant Departement Cost Control	Kategori #3 Avoiding order errors
Subkategori #5 Departemen Supply Chain	
Subkategori #6 Communication, SOP compliance	Kategori #4 Storeman
Subkategori #7 Supervision of storemen	Kategori #5 Foreman
Subkategori #8 Quality control	Kategori #6 Goods receiving service
Subkategori #9 Foremen's guidance and supervision	
Subkategori #10 Minimizing work errors	Kategori #7 Importance of SOP discussion and evaluation
Subkategori #11 Building a work culture	
Subkategori #12 Exemplary employees	Kategori #8 Reward distribution
Subkategori #13 Coaching	Kategori #9 Improved SOP education methods
Subkategori #14 Engaging visual materials	

Source: Data Processing Results

Figure 1. Concept Mind Map



Source: Data Processing Results Using NVivo Application

B. Discussion

From the interview analysis using thematic analysis, the themes identified indicate that the supporting factors influencing the storemen's level of understanding in implementing the Purchasing and Delivery Unit SOP at PT Madhani Talatah Nusantara include: employees' comprehension of what SOP is, including among storemen; the provision of education and socialization regarding job descriptions from the beginning of employment; understanding the importance of interdepartmental relationships; effective collaboration between foremen and storemen to maintain consistency in SOP implementation; exemplary leadership behavior from supervisors toward employees; and the implementation of work evaluation activities related to the existing SOPs to ensure that continuous improvement becomes part of the company's work culture.

4. CONCLUSION

Based on the research results described above, it can be concluded that the factors influencing the storemen's level of understanding in implementing the Purchasing and Delivery Unit SOP at PT Madhani

Talatah Nusantara include several supporting elements: good employee understanding of the SOP, early education and socialization of the SOP, awareness of inter-unit work relationships, strong cooperation between supervisors and employees to consistently apply the established SOPs, exemplary behavior from superiors, and the implementation of periodic work evaluations of the SOPs to ensure they become part of the company's work culture.

Based on the research findings and conclusions above, the researcher suggests that the company's management, particularly the Supply Chain Management Department of PT Madhani Talatah Nusantara, should provide direct rewards to storemen for their good performance in accordance with the implemented SOPs. Rewards can serve to enhance work enthusiasm, loyalty, and employee welfare. These rewards should not only be in the form of monetary bonuses but can also include vacation tickets, group meals, or promotional opportunities. Offering attractive rewards can motivate and encourage storemen to continue performing their duties in alignment with the SOPs established and agreed upon by the company.

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