
PURCHASING STRATEGIES FOR HANDLING THE PROCUREMENT PROCESS AT ADHIWANGSA HOTEL SOLO

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Abstract

The hospitality industry demands the availability of top-notch facilities and services, which heavily relies on the smooth operation of every department, including the Accounting Department, specifically the Purchasing section. This research aims to analyse the goods procurement procedures, identify the encountered constraints, and formulate the strategies applied by the Purchasing section at Adhiwangsa Hotel Solo in handling the procurement process. The method used in this research is descriptive qualitative. Data collection was conducted through participant observation, in-depth interviews with relevant staff, and documentation. The research results indicate that the goods procurement procedure starts from the user request (Purchase Requisition/ Daily Market List), approval by the Head of Department, creation of the Purchase Order (PO), to the receipt of goods. The main constraints include last-minute orders by users, unclear item specifications, and delivery delays from vendors. The strategies implemented include selective vendor selection, enhanced coordination and communication with users and vendors, meticulous verification of product specifications, and strict adherence to Standard Operating Procedure (SOP).

Keywords: Purchasing Strategy, Procurement of goods, Hotel Management

INTRODUCTION

The hospitality industry currently plays a vital role in the economic and tourism development of Indonesia. Hotels not only function as accommodation but also provide food and beverage services, recreation, and other commercially managed facilities. As service providers, hotels are required to provide adequate facilities supported by skilled human resources and professional management.

To maintain the smooth operation, the hotel is divided into several departments with specific functions, such as Front Office, Housekeeping, Food and Beverage, and Accounting. One department that plays a crucial role but often works behind the scenes is Accounting. This department is responsible for financial administration, both income and expenditure of the hotel. Within the Accounting Department, there is a special section called Purchasing. Purchasing or the procurement division is responsible for acquiring the goods and services required for hotel operations. The main objective of

Purchasing is to maintain product quality and value, minimize inventory capital that is tied up, and ensure the smooth flow of incoming goods to support the company's competitiveness. According to Mulyadi (2007), the purchasing function includes receiving purchase requests, selecting suppliers, issuing purchase orders, to monitoring the receipt of goods.

However, in its implementation, the procurement process often faces various obstacles. Issues frequently encountered at Adhiwangsa Hotel Solo include non-compliance with orders, personal orders by users without the knowledge of the purchasing department, and delays in the delivery of goods. Errors in this process can hinder the overall operation of the hotel. Therefore, an appropriate strategy is needed so that the procurement process runs effectively and efficiently.

Strategy is defined as a pattern or plan that integrates the company's main objectives with a series of actions to achieve those goals. In the context of purchasing, a strategy is necessary to minimize ordering errors, ensure the timeliness of goods arrival, and select the right vendor. Based on this background, this research focuses on identifying the procedures, obstacles, and strategies of Purchasing in handling the goods procurement process at Adhiwangsa Hotel Solo.

METHOD

a. Research design and location

This research uses a qualitative descriptive approach. Qualitative method was chosen because it aims to understand the deep phenomena experienced by the research subjects, including behavior, perceptions, actions, and motivations related to the procurement of goods process. The research was conducted at Adhiwangsa Hotel Solo, located at Jl. Adi Sucipto No. 146, Surakarta, Central Java.

b. Data Collection Techniques

To obtain accurate data, this study applies three main data collection techniques:

1. **Participant Observation:** The researcher is directly involved in the daily activities of the Purchasing Department. This allows the researcher to directly observe the constraints and strategies implemented in the goods procurement process.
2. **Interview:** The interview was conducted using an unstructured guided technique with the key informant, Mr. Diotama Tri Cahya as the Purchasing staff and Mr. Adeawan Fitrianto as the IT Officer (as a user representative). The purpose is to gather in-depth information about the procedures and strategies being implemented.
3. **Documentation:** Data collection is carried out by gathering related documents such as Purchase Requisition (PR) forms, Daily Market List (DML), Purchase Orders (PO), as well as relevant activity photos to support the research findings.

c. Data Analysis

Data analysis was conducted using Sugiyono's model (2019), which consists of three stages: data reduction (selecting relevant data), data presentation (organizing information systematically), and conclusion drawing. Data validity was tested using source and technique triangulation, by

comparing information obtained from interviews, observations, and documents to ensure the validity of the findings.

FINDINGS AND DISCUSSION

1. Procurement Procedure at Adhiwangsa Hotel Solo

Based on the research results, the procurement procedure at Adhiwangsa Hotel Solo has a systematic flow. This process involves interactions between users (department users), Head of Department (HOD), General Manager (GM), and the Purchasing Department.

a. Item Request

The process begins when the relevant department (user) submits an item request. This request is documented in a Purchase Requisition (PR) form for general goods or a Daily Market List (DML) for daily food supplies. Item specifications must be clearly written, and if necessary, accompanied by a sample to avoid errors.

b. Internal Approval

The submission form must obtain approval from the respective Head of Department (HOD) before being submitted to Purchasing.

c. Vendor Analysis and Selection

After receiving the form, Purchasing conducts verification and analysis. According to the SOP, Purchasing is required to obtain quotations from a minimum of three different suppliers to compare price and quality. This is done to secure competitive pricing without compromising quality.

d. Purchase Order (PO) Creation

Once a vendor is selected and the price is agreed upon, Purchasing issues a Purchase Order (PO). This document is then submitted for approval to the Chief Accounting Officer and the General Manager.

e. Urgent Goods Process

In certain situations where goods are needed immediately, the procedure can be expedited. Purchases of urgent goods must receive approval from the Chief Accounting Officer. Often, goods are delivered first even though the Purchase Order (PO) has not been fully processed administratively, to ensure operational smoothness.

f. Goods Receipt

Goods sent by the vendor will be received by the Receiving department to verify their compliance with the PO in terms of both quantity and quality.

2. Obstacles in the Procurement of Goods Process

Although procedures have been established, implementation in the field still encounters various obstacles stemming from both internal and external factors.

a. Internal Factors (User):

- 1) Last Minute Order

The most frequently encountered constraint is last-minute orders by users. This makes it difficult for Purchasing to find vendors with the best prices and has the potential to cause delays in the availability of goods.

- 2) Unclear Specifications

Users often do not include detailed item specifications or provide clear remarks on the request form. As a result, the items procured by Purchasing sometimes do not meet user expectations.

- 3) Personal Orders

Cases have been found where users place orders directly with vendors without Purchasing's knowledge, disrupting administration and budget control.

- b. External Factors (Vendor):

- 1) Delivery Delays

Vendors sometimes fail to deliver goods on time as per the agreement, which directly impacts hotel operations.

- 2) Item Mismatch

Goods sent by vendors sometimes do not match the specifications listed in the PO, necessitating returns.

3. Purchasing Strategy in Handling Goods Procurement

Overcoming these obstacles and ensure the procurement process runs effectively, Purchasing department of Adhiwangsa Hotel Solo implements several key strategies:

- a. Strict Vendor Selection and Evaluation

Before making a purchase, Purchasing conducts a thorough selection of vendors. This strategy includes an assessment of delivery time accuracy, product quality, and price. Purchasing aims to build long-term relationships with reliable vendors to avoid frequent supplier changes, which can hinder administration.

- b. Improved Communication and Coordination

One of the main solutions to address last-minute orders and unclear specifications is to strengthen communication with users. Purchasing actively coordinates with other departments to ensure material needs are well-planned. Users are educated to consider ordering timelines, for example, ordering items well in advance of their use.

- c. Detailed Specifications in the Request

The technical strategy applied is to require users to provide clear remarks regarding the specifications of the goods. Purchasing also increases the accuracy in checking each incoming request to ensure they understand the characteristics of the goods to be purchased before making a Purchase Order.

- d. Compliance with SOP (Standard Operating Procedure)

Purchasing is committed to executing the procurement process flow in accordance with the applicable SOP. This includes the obligation to seek three comparative quotations and obtain hierarchical approvals. This compliance serves as an internal control to prevent deviations and budgetary inefficiencies.

e. Urgent Goods Handling Strategy

For items that are urgent, the strategy adopted is procedural flexibility while maintaining authority control (Chief Accounting approval). This ensures that hotel operations are not halted solely due to administrative issues, yet remain accountable.

CONCLUSION

Based on the research findings and discussion, it can be concluded that the role of the Purchasing department at Adhiwangsa Hotel Solo is vital in supporting the hotel's operational smoothness. The conclusion will be explained as follows:

1. Procedure: The procurement flow already runs systematically, starting from the PR/DML, HOD approval, Purchasing verification, PO creation, to goods receipt.
2. Constraints: The main obstacles stem from a lack of planning by users (sudden orders, unclear specifications) and vendor performance (delays).
3. Strategy: Purchasing has implemented effective strategies including strict vendor selection, increased communication intensity with users, detailed verification of goods specifications, and adherence to SOPs. These strategies have proven effective in minimizing purchasing errors and maintaining goods availability.

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