



Purchasing Strategy in Procuring Goods to Support the Operations of Swarga Suites Bali Berawa Hotel

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Abstract

Purpose: This study aims to explore the role of purchasing in the procurement process at Swarga Suites Bali Berawa Hotel, Bali, Indonesia, focusing on how it supports the smooth operation of the hotel.

Research methods: The study adopts a descriptive qualitative approach. Data were collected through interviews with the hotel's purchasing staff, direct field observations, and document analysis related to procurement activities. These methods provided in-depth insights into how the purchasing function operates within the hotel's organizational structure.

Findings: The purchasing department's responsibilities extend beyond simply executing purchase transactions. It also ensures the punctual delivery of goods, compliance with required specifications, and the achievement of procurement cost efficiency. Several strategies are implemented to fulfill these responsibilities effectively. These include intensive communication with suppliers to maintain reliable relationships, strict adherence to established standard operating procedures (SOPs), and close coordination with other internal departments to align purchasing with operational needs.

Implication: The findings underscore that a strategic purchasing function is not merely supportive but can be a key driver of competitiveness in the highly dynamic tourism and hospitality industry.

Keywords: Purchasing, goods procurement, hotel operations, hotel management



INTRODUCTION

The hotel industry in Bali is experiencing rapid growth, along with the increasing number of domestic and international tourists visiting each year. Competition among hotels is also getting tighter, encouraging each hospitality business unit to improve the quality of their services and operations (Harefa *et al.*, 2022). In this situation, every aspect of hotel operations, including the procurement process, becomes a crucial supporting factor to maintain guest satisfaction and maintain the hotel's reputation in the midst of competitive global competition.

At Swarga Suites Bali Berawa Hotel, purchasing plays a vital role in ensuring the continuity of daily operations. Purchasing is in charge of managing the procurement of all goods, ranging from room equipment, kitchen equipment, food ingredients, to office equipment and other technical needs. This role is not only related to purchasing activities, but also includes selecting the right vendors, controlling the quality of goods, setting delivery schedules, and managing costs to remain efficient. With an effective purchasing system, hotels can ensure that all the needs of each department are met in a timely manner and in accordance with predetermined quality standards (Ardiansyah & Susanto, 2024).

In a hospitality industry that relies heavily on service quality and customer satisfaction, purchasing strategies play a vital role. Purchasing serves not only as an administrative process to fulfill operational needs, but also as an integral part of the service chain that directly impacts the guest experience. The availability of goods and facilities-from amenities, linens, room supplies, to food ingredients-must always be maintained in terms of quantity, timeliness, and quality. Therefore, an effective purchasing strategy must be able to ensure that every product purchased meets the quality standards set by the hotel (Widiantara & Trianasari, 2021)

The excellent service that the hospitality industry demands cannot be separated from the role of purchasing in maintaining the availability of goods (Kustini, 2013). Any delays or errors in procurement can have a direct impact on the guest experience. Therefore, purchasing must be managed strategically, taking into account the factors of timeliness, accuracy of item specifications, good relations with suppliers, and monitoring the quality of goods received.

Professional and integrated purchasing management is one of the important keys in supporting smooth hotel operations and realizing superior service standards for guests.

RESEARCH METHODS

This research uses a descriptive qualitative approach to obtain a comprehensive picture of the role of purchasing in the procurement of goods at Swarga Suites Bali Berawa Hotel. This approach was chosen because it allows researchers to deeply understand the processes, challenges, and strategies applied in purchasing activities. Data collection techniques were carried out through field observations by directly observing purchasing activities, in-depth interviews with purchasing staff as the authorized party, and documentation studies of supporting documents such as purchasing SOPs, procurement reports, and records of relationships with suppliers. The research location focuses on the Swarga Suites Bali Berawa Hotel environment, which is a place where the purchasing process is actually carried out and dynamic. This method facilitated a comprehensive comprehension of their day-to-day routines and difficulties. The study identified four crucial survival strategies: implementing prudent financial management to sustain businesses and meet daily needs, utilizing communication skills to maintain income and continuity, enhancing social capital through positive relationships with fellow workers, and comprehending government policies (Widiastini *et al.*, 2024).

The interview method is one of the tools used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be researched, and also if the researcher wants to know things from respondents that are more in-depth (Sugiyono & Noeraini, 2019). In this case, the interview method was directly conducted with the Purchasing staff at the Swarga Suites Bali Berawa hotel. Where during the interview he said that the procurement of goods at the Swarga Suites Bali Berawa hotel had been running according to the existing SOP, but the problem of late delivery usually occurs frequently due to vendors often getting stuck on the road during the delivery process (Widiastini, 2014). This interview was conducted in several sessions during the research period, to adjust the time with the relevant sources.

The observation method is a very complex process, consisting of various processes, both biological and psychological, which prioritize the processes of memory and observation (Sugiyono & Noeraini, 2019). This method is obtained through direct observation in the field. The direct approach in the field makes it possible to obtain direct and detailed information about the direct conditions in the field. This will be a priority in observation, namely, how purchasing provides goods in a timely manner so as not to interfere with hotel operations, and factors that influence purchasing decisions in the procurement of goods.

In analyzing the data, this research uses data reduction techniques, data presentation, and interactive conclusion drawing. The data reduction stage is carried out by selecting relevant information from the results of observations, interviews, and documentation to be categorized according to the research focus. The data that has been reduced is presented systematically to make it easier to see patterns, relationships, and problems that arise in the purchasing process (Wulandari, 2013). Conclusions were drawn gradually by continuously reviewing the data collected, so as to obtain findings that are valid, relevant, and accurately describe the reality of the field.

FINDINGS

In an interview conducted on April 30, 2025, the purchasing staff explained that the purchasing process at Swarga Suites Bali Berawa runs systematically, starting from the request for goods by each department, then verified and processed by the purchasing team. Arriving goods will be checked by the receiving team to ensure quality and quantity before being recorded by the warehouse. Evaluation of suppliers is carried out regularly every three months, mainly by considering the timeliness of delivery, product quality, and price consistency. Some of the main factors that influence purchasing decisions include quality, price, delivery speed, supplier reputation, and consistent availability of goods. The main challenges in controlling goods include price fluctuations, delivery delays, and sudden requests from other departments. To anticipate seasonal changes in demand such as during the high season, the purchasing team conducts forecasting based on the previous year's data and prepares buffer stock.

Procurement strategies are carried out by establishing long-term cooperation with trusted suppliers, scheduled orders, and regular monitoring of stock data. Purchasing also plays an important role in maintaining the smooth operation of the hotel, especially by ensuring the availability of essential items that have a direct impact on guest services. In terms of cost control, the purchasing team looks for alternative products that are more efficient without sacrificing quality. The hotel has been using an integrated inventory management system to help monitor stock and analyze item needs. In closing, the long-time purchasing staff suggested the importance of inter-departmental communication, regular training for purchasing and warehouse staff, regular evaluation of suppliers, and optimization of technology to improve efficiency and accuracy of goods control.

Factors that Influence Purchasing Decisions

Some of the factors that influence purchasing decisions in this hotel include availability of goods, product quality, price, delivery speed, and trust in suppliers. In practice, the purchasing team must constantly balance between cost efficiency and service quality, especially in dynamic operational situations. To ensure prices remain competitive without sacrificing quality, regular vendor research is carried out, at least every three months or sooner if problems are found from the provider (Nata, 2017).

The purchasing team's workload is quite high, because in addition to being responsible for verifying the needs of all departments, they must also organize ordering schedules, monitor stock, maintain active communication with suppliers, and handle sudden requests-especially during the high season. In addition, the goods control process involves close coordination with the receiving and warehouse teams, making precision and accuracy a daily requirement. With such a complex and ever-evolving workload, utilizing an inventory management system and efficient division of tasks is crucial to keep hotel operations running smoothly and on time.

Purchasing Team Strategy

The purchasing team implements strategies such as building intensive communication with suppliers, accelerating the Purchase Request (PR) approval

process, and implementing strict monitoring of the Daily Market List (DML). The implementation of a digital recording system also helps to monitor the availability of goods and speed up the procurement process (Dewi & Andayani, 2024).

The team also implemented a strict monitoring system of the Daily Market List (DML), which serves as a control tool to maintain the daily availability of materials and prevent stock shortages. Furthermore, the implementation of a digital recording system is a crucial component in the transformation of the procurement process, as it allows real-time monitoring of the availability of goods, increases transparency, and accelerates the process of identifying needs and ordering goods (Dewantara, 2024). With the integration of these strategies, the purchasing team is able to create a procurement system that is more responsive, controlled, and adaptive to the needs of the company.

Obstacles in Procurement

The main obstacle faced is the delay in delivery of goods due to external factors such as traffic jams, as well as the mismatch of goods with the requested specifications. To overcome these obstacles, early order scheduling is carried out and strict supervision of the suitability of the products received (Rahmawati, 2017). This condition not only hampers the smooth operation, but also has the potential to cause time losses and additional costs due to the need for a return or replacement process. To overcome these problems, purchasing implements an early order scheduling strategy to anticipate possible delays. In addition, stricter supervision of the goods receipt process is carried out, including direct inspection of product conformity to expected specifications, as well as improved communication and coordination with suppliers to ensure quality and delivery accuracy.

The Role of Purchasing in Smooth Hotel Operations

In the world of the hospitality industry, smooth operations are highly dependent on the availability of goods and services that support the daily activities of each department. Purchasing at Swarga Suites Bali Berawa Hotel plays a central role in ensuring that these needs are met on time, with quality goods that meet standards, and at competitive prices. Purchasing is responsible from the stage of recording needs, selecting suppliers, ordering processes, to

ensuring that goods are received in conditions that match specifications (Aryadi & Wahyuni, 2019). This role is key in maintaining the continuity of hotel activities without obstacles, such as for housekeeping operations, kitchen, front office, and other public facilities.

Strategies Applied by Purchasing

In facing the complexity of goods needs, Swarga Suites Bali Berawa Hotel implements various purchasing strategies. One of them is to build intensive communication with suppliers to ensure the availability of goods, as well as accelerate the flow of information in the event of sudden changes in needs. In addition, the hotel also implements standard operating procedures (SOPs) in the purchasing process, from making Purchase Requests (PR) to making Purchase Orders (PO), thus minimizing administrative errors. Purchasing also works closely with all departments to understand their respective needs, so that the procurement of goods is more targeted, and to improve service quality (Setiawan & Rahmawati, 2020).

Purchasing's Contribution to Guest Satisfaction

Effective purchasing management not only impacts the smooth running of hotel operations, but also directly contributes to employee satisfaction and morale. The availability of adequate goods and work equipment-such as housekeeping supplies, kitchen supplies, uniforms, and other work tools-is an important factor that supports employee comfort and productivity in carrying out daily tasks. When the required items are available on time and according to specifications, the work process becomes more efficient, reduces stress due to limited tools, and increases confidence in providing the best service. Conversely, delays or shortages in procurement can impede workflow, create additional pressure, and in the long run, potentially demotivate and demoralize the team. Thus, a well-run purchasing function not only keeps the hotel's operational performance optimized, but also creates a supportive, professional, and pleasant work environment for all staff (Handayani *et al.*, 2017).



Figure 1. Current Conditions for Receiving Orders Directly
by Vendors or Suppliers
(Source: Maharani, 2025)

Purchasing Effectiveness Analysis

Based on the research results, purchasing at Swarga Suites Bali Berawa Hotel has carried out its role quite effectively, which can be seen from the lack of complaints regarding the availability of goods during the observation period. This success is inseparable from the use of modern administrative technology, such as computer-based recording and procurement systems, which facilitate the process of tracking, verifying, and analyzing the needs of goods. In addition, the purchasing team's awareness of the importance of accuracy and work speed is a key factor in ensuring smooth procurement (Wijaya, 2023).

However, to improve overall operational efficiency, it is still necessary to strengthen the monitoring of shipments and prepare a more solid supplier backup system to deal with emergency situations such as logistics delays or goods mismatches. In addition, storage systems or warehouse management also play an important role in supporting effective goods management. The use of an organized storage system, with clear markings, stock rotation systems (such as FIFO or FEFO), and digital recording of incoming and outgoing goods, can minimize the risk of loss, damage, or overstock. The system also enables faster decision-making in the purchasing process as stock data is always updated in real time. With the synergy between the purchasing process, efficient storage

systems, and integrated information technology, hotels can improve operational reliability and support consistent service quality (Pramawati *et al* 2019).

CONCLUSION

Purchasing plays a very important role in supporting the smooth operation of Swarga Suites Bali Berawa Hotel. Purchasing is not only in charge of procuring goods on demand, but also ensuring that every item purchased meets the standards of quality, quantity, and timeliness of delivery. This role is crucial in maintaining the stability of hotel services, considering that delays or discrepancies in procurement can have a direct impact on the quality of service to guests. A structured purchasing work system through the implementation of SOPs and intensive communication between departments has proven to be the main foundation for the smooth operation of the hotel.

However, in its implementation, purchasing faces some real problems. The main problems identified are delays in the delivery of goods from suppliers as well as discrepancies in the specifications of goods received compared to those ordered. External factors such as distribution problems from vendors are challenges that are difficult to control directly by the hotel. Meanwhile, the lack of strict monitoring of goods specifications before and after delivery is also a gap that has the potential to reduce operational effectiveness. To overcome this, strategies such as stricter vendor selection, continuous market research, and periodic supplier performance evaluation have been implemented, although their implementation still needs to be improved (Pramawati *et al.*, 2019)

Overall, the existence of effective and responsive purchasing is proven to support the creation of stable hotel operations and excellent service to guests. To strengthen the existing system, it is recommended that purchasing expand the database of alternative vendors, improve the digitalization system of procurement monitoring, and conduct regular training for staff in terms of negotiation and quality control. With continuous improvement, existing problems can be minimized, and the hotel can further increase its competitiveness in the midst of intense competition in the hotel industry in Bali.

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