

Managing The Suplly Chain Behind The Butcher: Purchasing and Procurement Practices at Fast Hotel

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ABSTRACT

This study aims to analyze the role of Purchasing management in the procurement process to support Butcher operations at Fast Hotel and to identify the stages of the procurement process implemented. This study employed a descriptive qualitative approach. Data were collected through observation, interviews, and documentation involving informants consisting of the Purchasing Coordinator, Receiving Staff, and Butcher Staff. Data analysis was conducted through data reduction, data presentation, and conclusion drawing and verification. Data validity was assessed using method triangulation by comparing the results of interviews, observations, and documentation. The results show that the role of Purchasing management at Fast Hotel has generally been implemented in accordance with the relevant theoretical framework, covering goods requirement planning, supplier selection, purchasing processes, cost control, quality control, and interdepartmental coordination. The procurement process is also implemented through six stages, namely needs identification, procurement procedures, goods receiving, storage, distribution, and documentation. However, several challenges remain, including supplier delivery delays, discrepancies between the quantity of goods received and the quantities stated in the Purchase Order (PO), and sudden requests from user departments. These challenges may affect the timeliness and continuity of fulfilling the operational requirements of the Butcher department. Therefore, more consistent supplier monitoring, periodic supplier evaluation, more accurate quantity verification, and improved coordination among Purchasing, Receiving, and Butcher are required. Overall, Purchasing management plays an important role in ensuring the availability of raw materials and supporting the smooth operation of the Butcher department at Fast Hotel.

Keywords: Butcher, Management, Operations, Purchasing, Procurement

1. INTRODUCTION

Purchasing is one of the important functions in hotel operations that is responsible for the procurement and purchasing of goods to meet the needs of each department. According to Kasmianti [11], the Purchasing Department is responsible for procuring materials and goods based on requests from the relevant departments through a Purchase Request (PR), which is subsequently processed into a Purchase Order (PO) after obtaining management approval. The ordered goods are then delivered by the supplier and received and inspected by the Receiving Department to ensure that their quantity and quality are in accordance with the order. In its implementation, the purchasing process needs to consider the principles of The Right Price, The Right Quantity, The Right Time, The Right Place, The Right Quality, and The Right Source to ensure that procurement is carried out effectively and efficiently [9].

In the butcher operations at Fast Hotel, some raw materials are obtained through direct item purchasing, which refers to goods that are not stored in the warehouse but are delivered directly to the department or outlet requiring them. These materials include various types of meat, fish, and seafood. Each requirement is submitted through a Purchase Request (PR) approved by the Department Head, then processed into a Purchase Order (PO) by the Purchasing Department and forwarded to the supplier. Once the goods arrive, the Receiving Department inspects their quantity and quality before they are used for operational activities. The butcher section is responsible for

receiving, cutting, carrying out preliminary processing, and preparing various types of meat and seafood as raw materials for Food and Beverage operations. Therefore, the availability of raw materials in terms of quantity, quality, and delivery time is an important factor in supporting smooth operations. However, based on observations and an interview with the Purchasing Coordinator (2026), several problems were still found in the procurement process at Fast Hotel. These problems include discrepancies between the quantity of goods received and the PO, delays in delivery by suppliers, and sudden requests for goods from users. Such conditions may result in raw materials not being available according to the planned time and quantity, potentially disrupting butcher operations. The receiving records also indicate that several raw materials experienced delays or did not arrive according to the scheduled delivery time, including Crab Meat Lump, Lamb Loin Boneless Australia, Lobster Maine, Fresh Tasmanian Salmon, Snapper Baramundi, Smoked Turkey Breast, Beef Short Rib, Lamb Leg, and Beef Striploin. These delivery problems also involved several suppliers, indicating the need for better coordination among the Purchasing Department, suppliers, Receiving Department, and users. Discrepancies in quantity or delays in raw material delivery may result in postponed preparation processes, production adjustments, and even the use of alternative materials.

Nugraha et al. [18] explain that the Purchasing Department plays a strategic role in supporting hotel operations through procurement activities, supplier selection, quality control, and ensuring timely delivery. Based on these conditions, the role of the Purchasing Department is important to analyze because the success of the procurement process is directly related to the availability of raw materials required by the butcher section. Therefore, this study is conducted to analyze the role of purchasing management in the procurement process to support butcher operations at Fast Hotel. Based on the background described above, the research questions are formulated as follows: What is the role of purchasing management in the procurement process to support butcher operations at Fast Hotel? How is the procurement process implemented to support butcher operations at Fast Hotel?

2. LITERATURE REVIEW

2.1 *Purchasing*

Purchasing is the process of obtaining goods and services required by an organization through activities such as identifying needs, selecting suppliers, negotiating, placing orders, and ensuring that the goods received meet operational requirements. According to Stella & Hapan [23], purchasing is not limited to buying and receiving goods but also includes identifying and selecting suppliers, comparing prices and quality, negotiating, and ensuring that goods are available in the appropriate quantity, quality, price, and delivery time. Putra et al. [19] further explain that the Purchasing Department is responsible for maintaining smooth purchasing activities, issuing Purchase Orders (PO), ensuring delivery schedules, preparing purchasing reports, controlling delivery-related costs, identifying alternative suppliers, and maintaining good relationships with vendors.

2.2 *The Role of the Purchasing Department in Procurement*

According to Christopher [5], purchasing has developed from a purchasing activity into a strategic function within supply chain management. The Purchasing Department plays an important role in ensuring the availability of goods, developing supplier

relationships, controlling costs and quality, and coordinating requirements among organizational units. In this study, the role of purchasing includes: (1) goods requirement planning, through needs identification and preparation of PRs in coordination with the butcher section; (2) supplier selection, through the establishment of selection criteria, supplier evaluation, and supplier relationship management; (3) purchasing processes, through PO preparation, price negotiation, and purchasing approval; (4) cost control, through price control and budget compliance; (5) quality control, through compliance with raw material standards and inspection of received goods; and (6) interdepartmental coordination, particularly among Purchasing, Butcher, Receiving, and Finance.

2.3 Operational Procurement Process

Sri Yadnya et al. [22] explain that the operational procurement process consists of a series of activities undertaken to fulfill organizational requirements, beginning with needs identification and ending with documentation. In this study, the procurement process consists of six stages: (1) needs identification, based on actual operational requirements prepared through the market list and PR; (2) procurement procedures, including PR verification, PO issuance, and ordering from suppliers; (3) goods receiving, through inspection of quantity, quality, and conformity with the PO; (4) storage, involving the placement of materials according to their characteristics in the store, chiller, or freezer; (5) distribution, involving the delivery of materials to the butcher section according to operational requirements; and (6) documentation, including PR, PO, Delivery Order, Invoice, and Receiving Report as administrative records and controls for the procurement process.

2.4 Operations

According to Sujarwo & Si [24], operations refer to a series of activities carried out by an organization to manage and utilize its resources effectively and efficiently in order to ensure business continuity and achieve predetermined objectives. In the hotel industry, operations involve various interconnected activities to ensure that services and production requirements can be carried out effectively.

2.5 Butcher and Butcher Operations

The butcher section is part of Food and Beverage Product operations and is responsible for preparing and processing food ingredients, particularly various types of meat and seafood. According to Mubarraq [16], the butcher is a kitchen section specifically responsible for preparing and cutting meat according to production requirements. AuliaFirmansyah [4] explains that butcher operations begin with receiving raw materials, followed by inspection of freshness, cleanliness, quantity, and compliance with specifications, and continue with the storage and preparation of materials for production needs. The smooth operation of the butcher section is strongly influenced by the availability of raw materials in terms of timely delivery, quantity, and quality. Factors that may hinder butcher operations include supplier delivery delays, holidays, traffic congestion, and shortages of materials required by the hotel. Therefore, the effectiveness of the Purchasing Department in the procurement process is important to ensure the availability of raw materials and support smooth butcher operations at Fast Hotel.

3. METHODS

According to Fiantika et al. [7], a research object refers to an attribute determined by the researcher to be studied and subsequently used as the basis for drawing conclusions. The object of this study is the role of Purchasing management in the procurement process to support Butcher operations at Fast Hotel, with a focus on the role of the Purchasing Department and the operational procurement process. The study was conducted at Fast Hotel from July 2025 to September 2026. Data were collected through interviews with the Butcher Staff, Purchasing Coordinator, and Receiving Staff, as well as through field observations and documentation studies.

3.1 Types and Sources of Data

This study used qualitative data, consisting of words, sentences, and narratives used to understand the research phenomenon in depth, according to Millah et al [15]. The data sources consisted of primary and secondary data. Primary data were obtained directly through interviews with informants involved in the Purchasing, Receiving, and Butcher operations, according to Haifa et al. [8]. Secondary data were obtained from documents and records related to the procurement process at Fast Hotel.

3.2 Informant Selection Technique

Informants were selected using purposive sampling, which involves selecting informants based on predetermined criteria and their understanding of the research object, according to Astutik et al. [1]. The informants consisted of two Butcher Staff as primary informants, one Purchasing Coordinator as a key informant, and two Receiving Staff as supporting informants.

3.3 Data Collection and Data Analysis Techniques

Data were collected through structured interviews, observations, and documentation studies. Interviews were conducted to obtain information regarding the role of Purchasing and procurement-related problems. Observations were conducted to examine the procurement and receiving processes, while documentation included Receiving Records, PRs, POs, and other relevant documents. The data were analyzed using a descriptive qualitative approach through three stages: data reduction, data display, and conclusion drawing/verification, according to Qomaruddin & Sa'diyah [15]. Data reduction involved selecting and categorizing information according to the research focus. The data were then presented descriptively based on the predetermined research categories, followed by conclusions drawn from the verified findings.

3.3 Data Validity

Data validity was assessed through method triangulation, which involved comparing information obtained from interviews, observations, and documentation studies to ensure the consistency and credibility of the research findings (Sugiyono, 2023). This triangulation was used to obtain a comprehensive understanding of the role of Purchasing in the procurement process to support Butcher operations at Fast Hotel.

4. RESULTS AND DISCUSSION

This research was conducted at Fast Hotel, focusing on the role of Purchasing management in the procurement process to support Butcher operations. Data were obtained through interviews, observations, and documentation studies. Structured interviews were conducted with one Butcher Staff member as the main informant, one Purchasing Coordinator as the key informant, and two Receiving Staff members as supporting informants. Observations were conducted in the Purchasing, Receiving, and Butcher departments to examine the procurement process, goods receiving, and fulfillment of food material requirements. The documentation included Receiving Records, Purchase Requests (PR), Purchase Orders (PO), Delivery Orders, Receiving Reports, and Invoices.

4.1 Informant Characteristics

The informants were purposively selected based on their involvement and knowledge of the procurement process. The Butcher Staff provided information regarding food material requirements and the operational conditions of the Butcher department. The Purchasing Coordinator provided information regarding requirements planning, supplier selection, purchasing processes, cost and quality control, and coordination with related departments. The two Receiving Staff members provided information regarding goods inspection, conformity of the type and quantity of goods with the PO, and follow-up actions when discrepancies were identified.

4.2 The Role of Purchasing Management

Based on the observation results, the role of Purchasing management in the procurement process consisted of six aspects: goods requirements planning, supplier selection, purchasing processes, cost control, quality control, and interdepartmental coordination. Food material requirements for the Butcher department were submitted through a PR and subsequently processed into a PO after approval. The PO was then sent to the supplier, after which the goods were delivered and inspected by Receiving before being handed over to the user department. In terms of requirements planning, Purchasing had implemented the procurement mechanism through PRs according to the needs of the Butcher department. However, sudden requests from users were still identified, resulting in limited processing time. Regarding supplier selection, Purchasing placed orders based on operational requirements and applicable procedures, although delivery delays from certain suppliers were still identified. This indicates that supplier selection and management had been implemented, although consistency in delivery timeliness remained a challenge.

Regarding the purchasing process, procurement activities were carried out through the stages of PR submission, approval, PO preparation, ordering from the supplier, and receipt of goods by Receiving. Meanwhile, cost control was implemented by considering prices, operational requirements, and available budgets, and no major cost-related problems were identified during the observation. In terms of quality control, incoming goods were inspected based on their type, quantity, condition, and specifications. No major problems related to food quality were found; however, discrepancies were identified between the quantity received and the quantity stated in the PO. This finding was related to quantity rather than product quality. Regarding interdepartmental coordination, Purchasing coordinated with Butcher concerning material requirements, with Receiving concerning goods receipt, and with suppliers concerning ordering and delivery. Coordination was also conducted when delivery delays or quantity discrepancies occurred. Thus, most aspects of the Purchasing role had been implemented in accordance with the concepts applied in this research, although challenges remained regarding delivery timeliness and quantity conformity.

Constraints in Fulfilling Operational Butcher Requirements. Based on the results of interviews, observations, and documentation, three main constraints were identified in fulfilling the operational requirements of the Butcher department: supplier delivery delays, discrepancies between the quantity received and the quantity stated in the PO, and sudden requests from users. The Receiving Records indicated that some goods arrived late or outside the scheduled delivery time, including deliveries from Bali Sustainable, Profood, and Wahana Boga Nusantara PT. Quantity discrepancies were also identified when the amount of goods received differed from the quantity stated in the PO, requiring coordination and follow-up actions. In addition, sudden requests could reduce the time available for Purchasing to process requirements and coordinate with suppliers. These findings indicate that the procurement process at Fast Hotel has generally followed established procedures; however, timeliness, quantity accuracy, and requirements planning still need attention to support the smooth operation of the Butcher department.

4.3 Operational Procurement Process for Butcher.

Based on Table 4.3, the observation results indicate that the operational procurement process for fulfilling the food material requirements of the Butcher Department has been carried out through six stages: needs identification, procurement procedures, goods receiving, storage, distribution, and documentation. The observation results were compared with the relevant theoretical framework to determine the conformity between the actual procurement process and the procurement concepts applied in this research. In the needs identification stage, food material requirements are determined based on the type, quantity, specifications, quality, operational requirements, and available inventory. The requirements are then submitted to Purchasing through a Purchase Requisition (PR). This implementation is consistent with the theory, although sudden requests from users were still identified, which may reduce the available time for fulfilling the requirements.

The procurement procedure is carried out through PR submission, requirement verification, supplier selection, Purchase Order (PO) preparation, approval, and ordering from the supplier. These stages have followed the established procurement procedures. However, delivery delays from several suppliers were still identified, resulting in some goods not being received within the required timeframe. In the goods receiving stage, Receiving inspects the goods based on the purchasing documents, including the type, quantity, physical condition, and specifications. The inspection procedure is consistent with the theory. However, discrepancies were found between the quantity received and the quantity stated in the PO. This condition indicates that the receiving procedure has been implemented, although discrepancies between the actual receipt and the purchasing documents may still occur. In the storage stage, observations showed that goods are inspected by Receiving based on the purchasing documents before being delivered to the Butcher Department. In practice, not all received goods undergo storage in the Store, as certain requirements are directly delivered to the Butcher Department. Quantity discrepancies are followed up through coordination among Receiving, Purchasing, and the supplier.

The distribution stage is conducted after the goods have been received and inspected. The goods are then delivered directly from Receiving to the Butcher Department as the user department. This implementation is consistent with the purpose of distribution because the goods can be made available immediately to support operational requirements. The documentation stage is supported by Purchase Requisitions (PR), Purchase Orders (PO), Delivery Orders (DO), Receiving Reports, and Invoices. These documents serve as administrative evidence throughout the procurement process, from requirement submission and ordering to receiving and recording. They also facilitate the tracing of problems such as delivery delays and quantity discrepancies.

4.4 Data Validity Testing

Data validity was assessed using method triangulation by comparing the results of observations, interviews, and documentation studies. According to Sugiyono [23], triangulation can be conducted through source, method, and time triangulation. In this research, method triangulation was used to ensure the consistency of information regarding the role of Purchasing in the procurement process to support Butcher operations at Fast Hotel.

Method Triangulation of the Role of Purchasing Management. Triangulation was conducted by comparing data obtained from observations, interviews, and documentation based on six aspects of Purchasing management: goods requirements planning, supplier selection, purchasing processes, cost control, quality control, and interdepartmental coordination. The comparison of the three data collection methods was used to examine the consistency of information and strengthen the research findings regarding the implementation of the Purchasing role in fulfilling Butcher operational requirements. Overall, the data obtained from the three methods showed a relationship between planning, procurement, receiving, and coordination processes, with several challenges still identified, including supplier delivery delays, quantity discrepancies, and sudden requests for goods.

4.5 Analysis Results

The analysis in this study was conducted using a descriptive qualitative approach based on data obtained from observations, interviews, and documentation involving the Purchasing Coordinator, Receiving Staff, and Butcher Staff at Fast Hotel. The findings were compared with the relevant theories to determine the role of Purchasing management and the operational procurement process in supporting Butcher operations.

4.5.1 Analysis of the Role of Purchasing Management.

The role of Purchasing management was analyzed based on six aspects proposed by Christopher (2023), namely goods requirement planning, supplier selection, purchasing process, cost control, quality control, and interdepartmental coordination. The findings indicate that five of the six aspects were generally consistent with the theory, while the supplier selection aspect showed several differences related to supplier delivery performance.

1) Goods Requirement Planning.

The planning of goods requirements at Fast Hotel begins with the submission of a Purchase Request (PR) by the user department. Purchasing reviews the request by considering operational needs, production volume, existing inventory, specifications, and required quality standards. This process is consistent with Christopher [5], who emphasizes that purchasing planning should be based on actual operational requirements. However, sudden requests from users may create additional challenges because they require Purchasing to respond within a limited time.

2) Supplier Selection

Supplier selection is conducted by considering several criteria, including product quality, specifications, price, quantity, delivery time, and supplier consistency. In practice, however, several suppliers still experience delays in delivering goods. Therefore, the main issue is not the absence of supplier selection criteria, but rather the consistency of supplier performance in fulfilling delivery commitments. Periodic supplier evaluation and the preparation of alternative suppliers for critical items can be considered to reduce the risk of operational disruption.

3) Purchasing Process

The purchasing process follows a structured sequence, beginning with the submission of a PR, verification and approval, preparation of a Purchase Order (PO), submission of the PO to the supplier, delivery of goods, and receiving inspection. This procedure is consistent with the purchasing process described in the relevant theory. Nevertheless, delivery delays remain a challenge. Therefore, regular monitoring and follow-up of outstanding POs, as well as early communication with the Butcher and Receiving departments, are important to maintain operational continuity.

4) Cost Control

Cost control is implemented by considering product prices and the available budget when purchasing goods. Based on the findings, no major problems related to cost control were identified. Purchasing is able to carry out procurement according to established procedures while considering the financial aspects of purchasing decisions. This finding is generally consistent with the theoretical concept that purchasing management must balance operational requirements with cost efficiency.

5) Quality Control

Quality control is carried out during the receiving process by checking the type, quantity, physical condition, and specifications of the goods against the PO and delivery documents. No significant quality problems were identified. However, discrepancies in quantity between the ordered and delivered goods were found. Quantity discrepancy is distinct from product quality and therefore requires separate monitoring and

documentation. Consistent inspection and recording of discrepancies are important to ensure that the goods received meet the requirements of the Butcher department.

6) Interdepartmental Coordination

Purchasing coordinates with the Butcher, Receiving, suppliers, and Finance departments throughout the procurement process. Coordination is particularly important when there are changes in requirements, delivery delays, or discrepancies in delivered quantities. The findings indicate that interdepartmental coordination has been implemented in accordance with the theoretical concept of Purchasing as a function that connects users, suppliers, and other related departments.

Overall, the findings indicate that five of the six aspects of the Purchasing management role are generally consistent with the theory. The main difference is found in supplier selection, particularly in relation to supplier delivery timeliness and consistency. Other challenges include quantity discrepancies and sudden user requests. These issues do not indicate that the overall Purchasing function is ineffective, but they represent areas that require improvement to strengthen procurement effectiveness and support the continuity of Butcher operations.

4.5.2 Analysis of the Operational Procurement Process

The operational procurement process at Fast Hotel was analyzed based on six stages: needs identification, procurement procedures, goods receiving, storage, distribution, and documentation. The findings indicate that all six stages are generally consistent with the procurement process described in the relevant theory.

1) Needs Identification

The procurement process begins with the identification of operational requirements, including the type, quantity, specifications, quality, production requirements, and available inventory. These requirements are submitted through a PR as the basis for Purchasing to initiate the procurement process. This stage is consistent with the theory, which emphasizes that procurement should begin with clear identification of actual operational needs.

2) Procurement Procedures

After the PR is submitted, Purchasing verifies the request, selects an appropriate supplier, prepares the PO, obtains the required approval, and sends the PO to the supplier. This sequence demonstrates that procurement is conducted through an established procedure and is consistent with the theoretical framework of operational procurement.

3) Goods Receiving

When goods arrive, the Receiving Staff conducts an inspection by checking the type, quantity, physical condition, and specifications of the goods against the PO and delivery documents. If discrepancies are identified, Receiving coordinates with Purchasing and the relevant supplier for clarification and resolution. This process is consistent with the theory because receiving functions as an important control point to ensure that delivered goods conform to the order.

4) Storage

After inspection, the goods are handed over to the Butcher department and stored according to their type and storage requirements. In practice, not all goods pass through the general Store because certain Butcher materials are delivered directly from Receiving to the Butcher department. Nevertheless, storage remains part of the procurement process because the goods must be placed and maintained according to their specific storage requirements.

5) Distribution

Distribution is carried out after the receiving and inspection processes have been completed. Butcher-related materials are delivered directly from Receiving to the Butcher department. This direct distribution supports operational efficiency because the materials can be used by the Butcher team without unnecessary intermediate handling.

6) Documentation

Documentation is an important part of the procurement process and includes the PR, PO, Delivery Order (DO), Receiving Report, and Invoice. These documents provide evidence of each stage of procurement, from the initial request to the receipt and verification of goods. Proper documentation also supports transparency, accountability, and traceability within the procurement process.

Overall, the findings show that the six stages of the operational procurement process are consistent with the relevant theoretical framework. The process begins with needs identification and continues through procurement procedures, receiving, storage, distribution, and documentation. Nevertheless, several operational challenges remain, particularly supplier delivery delays, quantity discrepancies, and sudden user requests. These challenges do not indicate that the overall procurement procedure has failed, but they represent areas that need to be improved to increase procurement effectiveness and ensure the continuity of Butcher operations at Fast Hotel.

CONCLUSION

Based on the results, The role of Purchasing management at Fast Hotel has generally been implemented in accordance with the relevant theoretical framework, particularly in terms of goods requirement planning, purchasing processes, cost control, quality control, and interdepartmental coordination. Supplier selection is also conducted based on several criteria, including quality, specifications, price, quantity, and delivery time. However, challenges remain regarding supplier consistency in meeting delivery schedules. In addition, quantity discrepancies between ordered and delivered goods and sudden operational requests may affect the smoothness of procurement activities. The operational procurement process at Fast Hotel consists of six stages: needs identification, procurement procedures, goods receiving, storage, distribution, and documentation. The implementation of these stages is generally consistent with the relevant theory. The process begins with the identification of Butcher requirements through a Purchase Request (PR), followed by supplier selection and Purchase Order (PO) preparation, receiving and inspection of goods, storage according to requirements, direct distribution to the Butcher department, and completion of procurement documentation.

The main challenges in procurement are supplier delivery delays, discrepancies in the quantity of goods received compared with the PO, and sudden requests from user departments. These issues do not indicate that the overall procurement system is ineffective, but they may influence the timeliness and continuity of Butcher operations. Therefore, closer supplier monitoring, periodic supplier evaluation, accurate quantity verification, and improved communication between Purchasing, Receiving, and Butcher are important to strengthen procurement effectiveness. Overall, purchasing management at Fast Hotel plays an important role in ensuring the availability of raw materials required by the Butcher department. An effective procurement process, supported by coordination, monitoring, quality and quantity control, and proper documentation, contributes to the continuity and smooth operation of Butcher activities.

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