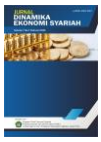
Jurnal Dinamika Ekonomi Syariah
Vol. 12, No. 2, 2025, hlm. 410 - 425
http://ejurnal.iaipd-nganjuk.ac.id/index.php/es/index
ISSN-e 2715-7334 | ISSN-P 2654-3567



AN ANALYSIS OF THE IMPLEMENTATION OF ADMINISTRATIVE SYSTEMS IN SUPPLY CHAIN MANAGEMENT: A CASE STUDY OF PT. SADHANA ARIFNUSA, WEST NUSA TENGGARA

Muh. Zaini[1]

[1] Institut Agama Islam Nurul Hakim Kediri Lombok Barat, NTB, Indonesia

Email : muhzaini2417@gmail.com

Received: April *Revised: June* *Accepted: July*

ABSTRACT

This study aims to examine the administrative system implemented in supply chain management at PT. Sadhana Arifnusa, West Nusa Tenggara. A qualitative descriptive approach was employed using the interactive data analysis model of Miles and Huberman, which includes data collection, data reduction, data display, and conclusion drawing. The findings indicate that the administrative processes in supply chain management—from production facilities, procurement, to tobacco distribution are integrated with information technology systems. The systems used include SAP (System Applications and Products) with various modules: FICO (Financial Controlling) for financial reporting, MM (Material Management) for managing procurement of production inputs and tobacco, SD (Sales and Distribution) for handling transactions, demand, purchases, and inventory control, and HR (Human Resources) for personnel management. Warehouse management utilizes FIFO (First In First Out) for fertilizers and FEFO (First Expired First Out) for pesticides, while tobacco delivery follows processing schedules from Purwosari and Pandaan. However, several challenges remain in the administrative system, such as reliance on manual records, incomplete package item contents, limited staff skills, and frequent human errors during operational processes.

Keywords: *administrative system, supply chain management (SCM), SAP (System Applications and Products)*

INTRODUCTION

Human beings are inherently social creatures who live, grow, and develop within a social context. From birth, individuals engage in a web of relationships within families, among friends, and across communities that significantly influence their development and worldview. These social environments encompass various dimensions such as family structure, culture, education, and economic activities, all of which play a crucial

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role in shaping personal identity and collective behavior. Interpersonal relationships give rise to complex networks of interdependence that manifest in political, economic, legal, and social domains. This interdependence underscores the fundamental human need for social interaction and collaboration, which is essential not only for

Tobacco is a highly significant commodity in Indonesia, not only as a source of income for farmers but also as a contributor to national foreign exchange. National tobacco production has shown a steady increase over the years, reaching 193,790 tons in 2015, rising by 1.22% to 196,154 tons in 2016, and further increasing to 198,296 tons in 2017. However, the average national productivity remains relatively low at only 0.7 tons per hectare, whereas the ideal productivity could reach much higher levels. This low productivity results in the inability of domestic tobacco production to fully meet the needs of the tobacco industry.[1]

Several interconnected factors contribute to the persistently low productivity of tobacco in Indonesia. One of the primary causes is the inadequate application of proper cultivation techniques by farmers. Many tobacco growers continue to use low-quality or uncertified seeds, which results in weak plant vigor and suboptimal yields. Furthermore, improper fertilizer management is common—either in terms of inaccurate dosage, poor timing, or the use of inappropriate fertilizer types—leading to nutrient imbalances in the soil that hinder plant development. In addition, pest and disease control practices are often insufficient or inconsistent, allowing infestations and infections to spread unchecked, which can severely damage crops and reduce harvest quality. Another critical factor is the farmers' limited understanding and application of agronomic principles related to the specific growth requirements of tobacco, such as soil type, climate conditions, altitude, and irrigation needs. This lack of adherence to best practices in cultivation collectively results in a substandard yield per hectare, making it difficult for domestic production to meet industrial demand.[2]

In a narrow sense, administration refers to clerical tasks, including writing, sending, and storing information. More broadly, administration encompasses activities that assist, serve, direct, and regulate organizational functions to achieve goals in an

[1] Statistik Perkebunan Indonesia, 2017. *Tembakau*. Diktorat jendral perkebunan deapartemen pertanian RI, Jakarta.

[2] Styaningtias, R dan PC.Subyanto. 2012. *Faktor-Faktor Yang Mempengaruhi Produktivitas Tembakau Di Desa Sidokaton Dan Desa Made Kecamatan Kudu Kabupaten Jombang.*E-jurnal swara bhumi. 1(2): 1-3

orderly and efficient manner.[3] It can also be defined as a series of dynamic processes performed by a group of people through a structured division of labor to achieve rational objectives effectively and efficiently.[4] The rapid development of information technology, particularly in the industrial and manufacturing sectors, has led to shorter product life cycles. Companies are thus compelled to enhance productivity and efficiency, provide fast and easy services, and continuously innovate to maintain competitive advantage. In addition to improving productivity and efficiency, understanding and responding to consumer needs is also essential.

Supply Chain Management (SCM) has emerged as a strategic approach widely adopted by large companies. By integrating the relationships between suppliers and companies, SCM helps minimize total costs, including those related to raw materials, transportation, facilities, production, and inventory. For companies, effective supply chain management can create a significant competitive advantage.

The development of Virginia-type tobacco in West Nusa Tenggara has shown significant growth, particularly in terms of expanding plantation areas across various regions. This expansion has improved the income and welfare of farmers. According to Mr. Silver, the warehouse head of PT. Sadhana Arifnusa an agricultural and plantation company established in 1994—the company initially collaborated with local farmers in West Nusa Tenggara, particularly in managing Virginia tobacco cultivation in Lombok since 1995.

Besides focusing on agriculture and plantations, PT. Sadhana Arifnusa also ventured into forestry in 2007. This initiative aimed to reduce expenses related to the rising cost and scarcity of kerosene by cultivating *ketujur* trees (commonly known as *turi*) as an alternative fuel source in the tobacco-curing process. These initiatives were supported by various departments within the company, reflecting the company's dynamic growth. Based on these initial observations, the present study aims to examine the implementation of administrative systems within the supply chain management of PT. Sadhana Arifnusa, West Nusa Tenggara.

[3] Daryanto, H.M. 2011. *Administrasi Pendidikan.* Jakarta: Rineka Cipta

[4] Nawawi, Ismail. (2009). *Public Policy, Analisi, Strategi Advokasi Teori dan Praktek*. Surabaya: PMN

RESEARCH METHODOLOGY

In accordance with the research title and contextual focus on the administrative system within supply chain management at PT. Sadhana Arifnusa, West Nusa Tenggara, this study employs a qualitative descriptive research design. The rationale for adopting this approach lies in its emphasis on logical reasoning and interpretive analysis, rather than the use of statistical computations or quantitative measurement instruments. As a methodological framework, qualitative descriptive research aims to construct a comprehensive, in-depth understanding of social phenomena through rich, contextualized, and often multidimensional narratives. It prioritizes the exploration of real-life practices and processes as they naturally occur, allowing for nuanced interpretation grounded in empirical observation. Unlike approaches that rely solely on theoretical perspectives or secondary literature, this method integrates firsthand data gathered directly from the field, thereby enabling a systematic and analytically coherent representation of the studied phenomenon in relation to the theoretical constructs being examined.[5]

The data utilized in this study comprise facts, information, and insights collected through both verbal and non-verbal interviews, as well as document analysis.[6] The sources of data include both primary and secondary data. Primary data were directly obtained from key informants staff members of PT. Sadhana Arifnusa through field interactions. Secondary data were gathered from external sources such as publications, online resources, and previous research studies relevant to the focus of this research.

Data collection techniques employed in this study include observation, interviews, and documentation. The observational method used is participatory observation, wherein the researcher was directly involved in the daily activities of employees at PT. Sadhana Arifnusa, serving as both observer and participant. The interview technique employed was unstructured interviews, allowing for open-ended and flexible interactions with informants. This approach was intended to build rapport and explore deeper issues through informal conversations, conducted both in person and via communication tools such as phone or WhatsApp. Informants were selected from various departments involved in the company's supply chain management processes. Documentation involved the collection of supporting documents related to the research

[5] Moleong, lexy j. *Metode penelitian kualitatif*. 22nd ed, Bandung: PT Bumi Aksara, 2007.
[6] Ralan Ahmadi, memahami metode penelitian kualitatif (malang, UIN malang press, 2005). 63

focus, such as organizational structure, financial reports, and inventory records. This process was conducted in coordination with PT. Sadhana Arifnusa to ensure proper access, legitimacy, and facilitation by company personnel.[7]

Table 1.
Interviews with Key Informants

Position	Description
Warehouse Supervisor	- Administrative system flow in supply chain management - Tobacco distribution process
Head of Administration	- Distribution process of production facilities
Warehouse Staff	- Distribution of production input packages - Purchasing process - Warehouse system
Finance Staff	- Data entry system - Software used in warehouse operations

Source: *Processed by the researcher, 2025.*

The data analysis technique employed in this study follows the descriptive model, aligning with the research objectives and thematic focus. The approach is adapted from the model proposed by Miles, Huberman, and Yin (as cited in Sugiyono), which involves four interactive steps: data collection, data reduction, data display, and conclusion drawing or verification.[8]

RESULTS AND DISCUSSION

Integrated Administration of Production Inputs within the Supply Chain of PT. Sadhana Arifnusa

The production input administration at PT. Sadhana Arifnusa follows a structured flow involving multiple actors and stages across organizational levels. The following figure presents the operational flow of this administrative process:

[7] Sugiyono, Metode Penelitian Kuantitatif, Kualitatif dan R&D (Bandung, alfabeta, 2014). 233
[8] Sugiyono, Metode Penelitian Kuantitatif, Kualitatif dan R&D (Bandung, alfabeta, 2014). 21

Figure 1. *Workflow of the Production Input Administration System*

Figure 1 illustrates the workflow of the production input administration system at PT. Sadhana Arifnusa. The process begins with input requests, where the Warehouse Supervisor submits a requisition to the Area Production Manager (APM), who then coordinates with the Field Officers. This is followed by a stock request to the central office in East Java, involving the preparation of crop and seedbed requirement documents, communication between the Warehouse Supervisor and the central office, and the issuance of a delivery order (SJ/DO). Once approved, goods are shipped to Lombok, accompanied by a Delivery Note (SPJ), after which a Proof of Receipt is issued and the items are entered into the SAP system. Farmers then collect the input packages by presenting a *Nota Permintaan Bahan Pembantu* (NPBP) and their farm logbooks, signing the NPBP, and recording the transaction in their logbooks; this is followed by data entry into SAP. Finally, a monthly stock opname is conducted, in which physical stock in the warehouse is reconciled with recorded data to ensure accuracy and consistency across documentation and inventory systems.

Based on interviews with Mr. Silver, the warehouse supervisor at PT. Sadhana Arifnusa, the production input management process at the company involves a structured and sequential administrative flow within its supply chain system, as described below:

a. Request for Agricultural Inputs from Area Production Managers (APM)

   PT. Sadhana appoints four Area Production Managers representing the South, East, Central, and West regions. For instance, if the company sets a seasonal procurement target of 2,500 tons of tobacco in 2025, field officers must prepare approximately 1,000 hectares of land, assuming an average yield of 2.5 tons per hectare. Each hectare requires around 450 kg of NPK fertilizer and 200 kg of KNO_3, enabling the early estimation of total production input needs. This input request is submitted to the head office in Surabaya. Once approved, the APMs compile and return a detailed requisition list to the warehouse supervisor, which includes both the *seedbed requirement* and *crop requirement* commonly referred to as *bedengan* and *lahan* inputs respectively.

b. Stock Request to the Head Office (East Java)

The finalized input requests are forwarded to the central office as part of the seasonal procurement plan. The availability of items determines the shipping schedule. If stock is available, goods are dispatched immediately. Otherwise, the company must wait for imported items from Belgium, Chile, or Israel. The central office then processes the shipment according to the quantity requested by each regional warehouse.

c. Delivery of Production Inputs

Delivery activities commence once the products and accompanying documentation are ready. According to Mr. Sucipto, Head of Administration, delivery from the Surabaya office to Lombok is conducted via trucks owned by the branch office. Transportation costs are embedded in the product pricing, meaning the receiving branch bears no separate logistical expenses. Upon arrival, the truck driver submits a three-part delivery note (*Surat Permintaan Jalan* or SPJ), containing essential details such as the license plate number, driver's name, shipping date, and item description. One copy is retained by the destination warehouse, one by the transport company, and one by the central office. This SPJ serves as official documentation and proof of delivery.

Warehouse staff then verify and unload the items, documenting them via a *BTBP* (Proof of Receipt of Auxiliary Materials) form, which is subsequently entered into the SAP system as incoming stock. Each production input is also recorded on a stock card according to its type and storage location.

d. Distribution of Input Packages to Farmers

The distribution of input packages begins once field staff deliver an unfilled *Nota Permintaan Bahan Pembantu* (NPBP) to contract farmers. The NPBP, once completed by the farmer, contains key data such as the farmer's name and address, the field staff’s name, and the requested input items.

According to Mr. Tandi, the warehouse staff responsible for input output management, each input package contains various materials, as shown below:

Table 2. *Items Included in a Standard Input Package*

No.	Item Name
1	White plastic
2	Transparent plastic
3	Formalin
4	Thread
5	Safety gear
6	Seeding boom
7	Command
8	Pesticide box
9	Ridomil
10	Regent
11	Talstar
12	KNO_3 (crystalline)
13	Amate
14	Movento
15	Infinito
16	NPK
17	Dolomite

Source: *Processed by the researcher, 2025.*

Upon arrival at the warehouse, farmers are required to present both the NPBP and their farm logbook. The NPBP must be signed by both the farmer and the warehouse staff as formal confirmation of the goods being released. The items taken are then recorded in the farmer's logbook and registered as part of the farmer's credit account, which will be deducted upon selling the harvested tobacco to the company. Each NPBP transaction is also entered into the SAP system using either the FIFO (First In, First Out) module for items such as fertilizers, which may harden if stored too long, or the FEFO (First Expired, First Out) module for time-sensitive items like pesticides. The transaction is finalized with an update to the stock card for each input item.

e. Implementation of Stock Opname

Stock opname (physical inventory checking) is conducted at the end of each month. The warehouse supervisor first prints the SAP stock report on the designated date, then provides it to the warehouse staff for reconciliation. The staff manually checks the physical stock and compares it with both SAP records and stock cards. Any discrepancies between the physical and recorded stock quantities indicate a system or operational issue that must be addressed.

The structured administrative flow of production input management at PT. Sadhana Arifnusa aligns with the core principles of Supply Chain Management (SCM) as defined by Agus Widyarto (2012), who states that SCM is a set of integrated

approaches used to efficiently manage suppliers, manufacturers, and warehouses so that goods are produced and distributed in the right quantities, to the right locations, and at the right time while minimizing cost and maximizing customer satisfaction.[9] SCM today serves as a strategic competitive tool that enables firms to use logistics not merely as support, but as a core element of market competition.

This operational flow demonstrates that PT. Sadhana Arifnusa's input administration system aligns with theoretical perspectives on supply chain integration. According to Chopra and Meindl (2016), an effective supply chain system should coordinate information, product flow, and financial transactions across all entities involved from suppliers to manufacturers, warehouses, and end users to maximize overall efficiency and responsiveness.[10] In this case, the process of requesting, delivering, and distributing production inputs from the central office to field-level farmer transactions is conducted through a structured administrative network supported by integrated information systems such as SAP. The use of modules like FIFO and FEFO for inventory control further reflects the implementation of best practices in supply chain logistics, minimizing waste and ensuring timely distribution of perishable goods.

Moreover, the decentralized yet coordinated roles of Area Production Managers (APMs), field officers, and warehouse staff illustrate what Mentzer et al. (2001) refer to as *collaborative supply chain relationships*, where internal coordination among functional units enhances value creation.[11] The system also reflects elements of *lean supply chain management*, as it reduces redundancy and improves efficiency by linking planning, procurement, and distribution through data-driven processes. Thus, the findings affirm that the administrative practices at PT. Sadhana Arifnusa are not only operationally effective but also theoretically grounded in contemporary SCM models, positioning the company to meet logistical demands while maintaining flexibility and customer satisfaction.

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[9] Widyarto, Agus. (2012). Peran Suplly Chain Management Dalam Sistem Produksi dan Operasi Perusahaan. Jurnal Management dan Bisnis 16(2), hal 91-98

[10] Chopra, Sunil, and Peter Meindl, *Supply Chain Management: Strategy, Planning, and Operation*, 6th ed. (Boston: Pearson, 2016).

[11] Mentzer, John T., William DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo D. Smith, and Zach G. Zacharia, "Defining Supply Chain Management," *Journal of Business Logistics* 22, no. 2 (2001): 1–25. https://doi.org/10.1002/j.2158-1592.2001.tb00001.x.

Administrative Process of Tobacco Purchasing and Delivery at PT. Sadhana Arifnusa, West Nusa Tenggara

a. Tobacco Purchasing Process

The process of purchasing tobacco at PT. Sadhana Arifnusa involves a series of systematically organized procedures. Based on an interview with Mr. Lalu Mulyadi, a warehouse staff member, the process can be outlined as follows: (i) Grading Stage. At the initial stage, grading is conducted by an assistant grader who assigns quality classifications to tobacco bales. A grade card containing a barcode is attached to each bale. This barcode stores key information, including the farmer's name, identification number, address, tobacco grade, and date of purchase.

(ii) Weighing Stage. During weighing, the farmer's barcode sticker is scanned by the buying operator. The sticker contains the farmer's personal details and field officer information. After scanning, the operator inputs the weight of the bale into the system. Subsequently, the grade barcode is also scanned, and the data is saved directly into the SAP system. The SAP system then generates a "pipil" — a printed transaction slip used for payment processing, (iii) Payment Stage**.** The farmer presents the pipil to the cashier, who scans it to retrieve the transaction details. The amount due is then disbursed to the farmer, with a portion deducted to repay any outstanding credit. However, the deduction is implemented gradually across several purchases, typically in four to five stages. In contrast, self-funded farmers receive full payment as indicated on the pipil without any deduction. (iv) Stapel Placement. Once the purchase is completed, warehouse laborers transfer the scanned tobacco bales to their designated storage areas (referred to as *stapels*), according to their respective grades.

b. Tobacco Delivery Process

The shipment of tobacco from PT. Sadhana Arifnusa to the central processing facilities is coordinated based on the processing schedule determined by the plants in Purwosari and Pandaan. As explained by Mr. Silver, the warehouse supervisor, this delivery process begins with truck ordering by the warehouse supervisor through a logistics expedition service. The assigned

shipment operator is responsible for preparing the vehicle, workforce, and the list of tobacco grades scheduled for delivery.

A tablet device (referred to as a Pad) is used to manage the shipment data. The Pad is connected to the warehouse's computer system and is used to transfer the grade data to be delivered. The device is then handed over to the loader who scans each tobacco bale for confirmation. After scanning, the Pad is returned to the shipment operator, and all scanned data is automatically integrated into the system. Before dispatch, a delivery order (SJ/DO) is issued for each truck, serving as an official shipping document and a key accounting record. The delivery order contains details of the items being shipped and must be carried by the driver throughout the transportation process. It also serves as an essential verification document during road inspections by transport authorities, ensuring transparency and traceability in the delivery process.

This purchasing and delivery mechanism reflects a well-structured supply chain system that integrates upstream procurement with downstream distribution. According to Christopher (2016), an effective supply chain is not merely a collection of independent logistical activities but a coordinated network where information flow, material movement, and financial transactions are synchronized to enhance responsiveness and reduce waste.[12] The use of barcoded grade cards, integration with the SAP system, and the issuance of pipil as proof of transaction all indicate the application of technology-enabled supply chain visibility a critical aspect emphasized by Simchi-Levi et al. (2008) in modern SCM frameworks. These digital processes facilitate real-time inventory tracking, reduce transaction errors, and ensure data accuracy from farm to warehouse.[13]

Moreover, the phased deduction model for farmers' credit illustrates the company's attempt to balance financial discipline with partner loyalty an example of what Mentzer et al. (2001) define as *collaborative supply chain relationships*, in which mutual benefit and long-term engagement between

[12] Christopher, Martin. *Logistics & Supply Chain Management*, 5th ed. (Harlow: Pearson Education, 2016).

[13] Simchi-Levi, David, Philip Kaminsky, and Edith Simchi-Levi. *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 3rd ed. (New York: McGraw-Hill/Irwin, 2008).

supply chain actors (in this case, the company and contract farmers) are prioritized.[14] In the context of outbound logistics, the scheduling of deliveries based on processing capacity at Purwosari and Pandaan, coupled with pre-shipment verification via digital pads, exemplifies demand-driven supply chain planning. As noted by Chopra and Meindl (2016)**,** aligning logistics activities with actual production schedules is essential to minimize lead time, reduce storage costs, and ensure timely delivery to the next node in the supply chain.[15] Collectively, these practices demonstrate that PT. Sadhana Arifnusa has adopted a semi-integrated SCM model that blends traditional field-based operations with modern technological tools advancing both operational efficiency and supply chain reliability.

Data Input System at PT. Sadhana Arifnusa, West Nusa Tenggara

PT. Sadhana Arifnusa employs an integrated data input system using SAP (Systems, Applications, and Products in Data Processing) to manage various aspects of supply chain operations. This system enables streamlined coordination between financial, logistical, procurement, and human resource functions. Based on an interview with Mrs. Pat, a finance staff member at the company, the system's structure can be categorized into warehouse functions, software applications, and inventory release strategies. *First*, the core warehouse functions include inbound, storage, outbound, and stock opname processes. Inbound involves the reception and inspection of goods, ensuring that their physical and qualitative conditions are documented and inventory levels are updated accordingly. Second, the storage function entails systematic placement of items in designated locations after they arrive from the central warehouse, awaiting further internal use or distribution. Third, the outbound process manages the release of items either for internal operations, such as the distribution of agricultural input packages to farmers, or for shipping tobacco to processing facilities. Finally, stock opname refers to the reconciliation of physical inventory with digital records in SAP, allowing for regular validation of stock data and minimizing discrepancies.[16]

[14] Mentzer, John T., et al. "Defining Supply Chain Management." *Journal of Business Logistics* 22, no. 2 (2001): 1–25.

[15] Chopra, Sunil, and Peter Meindl. *Supply Chain Management: Strategy, Planning, and Operation*, 6th ed. (Boston: Pearson, 2016).

[16] Martin Christopher, *Logistics and Supply Chain Management*, 5th ed. (Harlow: Pearson Education, 2016).

Second, several specialized SAP modules are utilized to support operational efficiency. The main platform, SAP, serves as the company-wide system for data processing and integration. The FICO (Financial Controlling) module is applied to manage financial reporting, including cash flow, income statements, and general ledgers. Meanwhile, the MM (Material Management) module is used for procurement processes, assisting both in the acquisition of agricultural inputs and in tobacco purchasing. The SD (Sales and Distribution) module facilitates the handling of all transactions, including order requests, purchasing, and inventory management. Lastly, the HR (Human Resources) module is employed to oversee employee data, recruitment, performance assessments, and resignation tracking.[17]

Third, the warehouse output strategy of PT. Sadhana Arifnusa integrates three key models: FIFO, FEFO, and order-based dispatch. The FIFO (First In, First Out) method ensures that goods received first are also released first. This approach is particularly applied to fertilizer inventory, which deteriorates in quality over time if stored too long. As Jusup (2014) explains, FIFO assumes that the earliest purchased inventory is used or sold first, and its cost is recognized accordingly. Next, the FEFO (First Expired, First Out) model is implemented for items with expiration sensitivity, such as pesticides and other agricultural chemicals. This strategy, according to Purwaningtias (2016), ensures that items nearing expiration are prioritized, reducing the risk of waste and maintaining product safety.[18] Lastly, the dispatch of tobacco products follows an order-based release system, where shipment schedules are determined by processing centers in Pandaan and Purwosari. The dispatch is based on specific requirements such as grade and quantity, aligning with demand-driven logistics to optimize efficiency and responsiveness in the supply chain.[19] Collectively, the integration of SAP with tailored output strategies reflects PT. Sadhana Arifnusa's efforts to establish a reliable, technology-enabled supply chain system. The alignment between warehouse functions, real-time data input, and inventory movement further enhances the company's ability to meet operational targets with reduced risk and improved traceability.

[17] Ellen Monk and Bret Wagner, *Concepts in Enterprise Resource Planning*, 4th ed. (Boston: Cengage Learning, 2012).

[18] Purwanigntias , F. (2016). Sistem Informasi Apotek Menggunakan Metode First Expiry First Out (FEFO) Pada Rumah Sakit Muhammadiyah Palembang. *Jurnal Informatika*, 26.

[19] Sunil Chopra and Peter Meindl, *Supply Chain Management: Strategy, Planning, and Operation*, 6th ed. (Boston: Pearson, 2016).

Constraints in the Administrative System within Supply Chain Management at PT. Sadhana Arifnusa, West Nusa Tenggara

Despite the structured implementation of the administrative system in the supply chain management at PT. Sadhana Arifnusa, several operational constraints remain that impact the system's efficiency and accuracy. These challenges, based on field observations and interviews, are outlined as follows: *First*, the use of manual recording persists during the distribution of agricultural input packages (saprodi) to farmers. Although the company has adopted SAP-based systems, the initial stages of saprodi distribution particularly the submission and approval of the input requisition forms—are still handwritten. This increases the risk of data duplication, delayed input processes, and errors in inventory reconciliation.

Second, inconsistencies in the packaging of saprodi packages frequently occur. In many cases, items within the packages are incomplete, leading to repeated complaints from farmers. Such discrepancies indicate weaknesses in the internal control and quality assurance mechanisms during the assembly and distribution process. *Third*, the limited literacy levels among some daily laborers present a critical operational challenge. Illiteracy among workers has led to errors in placing tobacco bales into the incorrect storage zones, which later disrupts the administrative flow particularly during sorting, inventory tracking, and shipment processes. *Fourth*, errors during the tobacco procurement process are also a recurrent issue. Specifically, mistakes in grading and weighing tobacco bales—such as misplacement or detachment of grade cards—require reclassification and reweighing. These errors not only delay the buying process but also increase labor costs and reduce process reliability. Additionally, due to the semi-manual nature of some procurement stages, human error remains a significant risk, especially in barcode scanning, data entry, and grade-tag reconciliation.

These constraints underscore the need for a more robust integration of digital technologies and continuous training for operational staff. Enhancing literacy, automating critical control points, and strengthening internal standard operating procedures (SOPs) could improve administrative performance within the company's supply chain framework.

CONCLUSION

Based on the analysis of the administrative processes within the supply chain management system implemented by PT. Sadhana Arifnusa, it can be concluded that the entire operational flow from the provision of agricultural inputs such as fertilizers and pesticides, to the procurement and shipment of tobacco is managed through an integrated administrative system supported by information technology. The company utilizes the SAP (System Applications and Products) platform, incorporating several key modules: FICO (Financial Controlling) for financial reporting, MM (Material Management) for procurement processes, SD (Sales and Distribution) for transaction and inventory control, and HR (Human Resources) for personnel management. Warehouse management at PT. Sadhana Arifnusa applies different inventory strategies tailored to item characteristics: the FIFO (First In First Out) method is used for fertilizer stock to prevent hardening, the FEFO (First Expired First Out) method is applied for agricultural chemicals due to their limited shelf life, and the tobacco shipment schedule follows a processing order determined by the factories in Purwosari and Pandaan. All of these systems are integrated within a cloud-based infrastructure that is connected via internet networks to enable real-time data processing and coordination. However, several challenges persist. These include the continued use of manual recording in some processes, frequent incompleteness in saprodi packages, limited skills among some human resources, and recurring instances of human error in administrative operations. Addressing these constraints through enhanced digital integration, training, and quality assurance protocols will be essential for optimizing the overall effectiveness of the administrative system within PT. Sadhana Arifnusa's supply chain management.

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