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Analysis of the Goods and Services Procurement System in Support of Shipping Company Operations at PT. Inti Global Jaya Makmur

Wasiran, Nur Aini Anisa, Komarus Zaman, Nuryadi

Sekolah Tinggi Ilmu Ekonomi Pemuda (STIE Pemuda), Indonesia.

Email: wasyiran1976@gmail.com nurainianisa.stiepemuda@gmail.com komarunzaman.stiepemuda@gmail.com nuryadi.stiepemuda@gmail.com

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ABSTRACT

The supply of goods and services is essential for ensuring the smooth operation of shipping companies, particularly in meeting fleet requirements and maintaining operational continuity. However, PT Inti Global Jaya Makmur faces challenges related to delays in supplying goods and spare parts, administrative procedures, coordination, inventory availability, and supplier dependency. This study aimed to examine the goods and services supply system supporting shipping operations at PT Inti Global Jaya Makmur. The research employed a qualitative descriptive approach through field research conducted from February 1 to May 31, 2026. Data were collected through observation, interviews, and documentation, then analyzed through data collection, reduction, coding, presentation, conclusion drawing and verification, and interpretation. The findings revealed that the supply system followed a structured workflow, beginning with a purchase requisition, priority setting, and obtaining at least three quotations, followed by managerial approval, purchase order issuance, goods or services delivery, and the processing of delivery orders, invoices, tax invoices, and payments. To address operational challenges, the company implemented credit limits, profit margin adjustments, post-dated checks, checklists, double-checking procedures, photo and video documentation, digital technology, and partnerships. Overall, the supply system supported fleet operational continuity and helped maintain relationships with business partners. These findings highlight the importance of structured procurement procedures, administrative controls, and technology integration in improving supply coordination and operational reliability in shipping companies.

1. Introduction

Economic and technological developments have increased the importance of maritime transportation in supporting the distribution of goods and facilitating domestic and international trade. Shipping companies must ensure that their operations, particularly the procurement of goods and services, are conducted effectively and efficiently to maintain fleet readiness and operational continuity. In Indonesia, maritime transportation activities are governed by applicable regulations, including Government Regulation of the Republic of Indonesia No. 20 of 2010 concerning Water Transportation. In addition to regulatory compliance, ship maintenance and repair are essential to ensuring operational reliability, preventing disruptions, and supporting maritime safety. The importance of systematic maintenance and repair management is also emphasized by Widiatmaka (2017), whose work provides a relevant foundation for understanding the technical requirements of maintaining vessel readiness.

The procurement of goods and services plays a strategic role in shipping operations because it ensures the availability of spare parts, equipment, and other supplies required by vessels. Procurement encompasses the process of identifying operational needs, requesting and purchasing goods or services, and ensuring their delivery to the vessel or its designated agent (Utojo, 2019). Effective procurement requires systematic procedures for pricing, standardization, purchasing, and supplier coordination to support cost efficiency and the timely availability of supplies. General procurement principles and administrative requirements provide a basis for establishing transparent and accountable

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procurement procedures (Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah, 2018). Furthermore, procurement management involves coordinating purchasing activities with organizational needs and available resources (Effendi & Putri, 2022; Putri, 2024). Inventory planning and purchasing quantity decisions are also relevant to procurement efficiency, particularly in managing the availability and cost of operational supplies (Arifianto, 2019).

In this context, PT Inti Global Jaya Makmur operates as a provider of goods and services for domestic and international shipping fleets. Established in Banjarmasin in May 2009, the company has expanded its operations through a branch office in Samarinda and a service office in Kendari. Its operational activities require an effective procurement system to coordinate supply requirements and support the maintenance and readiness of client vessels. The importance of structured procurement procedures is also reflected in the examination of purchasing systems and procedures in organizational settings by Gowasa (2022). In the maritime sector, procurement must be aligned with vessel inspection requirements and operational standards to ensure that the necessary goods and services are available when required (Rosasinta, 2024). The management of supplies and logistics further supports the coordination of materials, storage, and distribution activities required for organizational operations (Saleh, 2016).

Despite the importance of procurement, its implementation may encounter various operational and administrative challenges. At PT Inti Global Jaya Makmur, these challenges include delays in supplying goods and spare parts, slow administrative and documentation processes, pending purchase approvals, reliance on manual administrative systems, inadequate coordination between vessels and the office, and dependence on specific suppliers (Wardani et al., 2024). Such conditions may affect procurement timeliness, disrupt vessel schedules, increase the risk of equipment failure and repair costs, and potentially compromise maritime safety. Furthermore, logistical requirements, including spare parts, ship stores, and equipment for repairing main and auxiliary engines, must be managed systematically to prevent interruptions to vessel operations (Malau et al., 2020). These challenges demonstrate the need to examine procurement procedures alongside the practical mechanisms used to overcome operational constraints. Pambudi Widiatmaka (2017) also addresses ship maintenance and repair, providing an additional perspective on the operational context in which reliable procurement and supply arrangements are necessary.

Although procurement procedures and logistical management are important to shipping operations, the specific challenges faced by individual companies require contextual examination. The available background literature identifies the importance of procurement systems and the potential consequences of supply and coordination problems. However, further examination is needed to explain how these issues are managed through the procurement workflow at PT Inti Global Jaya Makmur. This creates a practical and contextual research gap concerning the implementation of procurement procedures, the coordination of administrative and operational activities, and the measures adopted to overcome supply-related obstacles. Addressing this gap is important for understanding how procurement processes operate in practice and how they contribute to the continuity of shipping activities.

Accordingly, this study aims to analyze the goods and services procurement system supporting shipping operations at PT Inti Global Jaya Makmur. Specifically, it examines the procurement workflow and the challenges encountered in its implementation, including the measures adopted to address those challenges. The study contributes practically by providing an account of procurement practices that may help the company identify opportunities to improve supply coordination, administrative control, and operational reliability. Theoretically, it contributes contextual evidence to the discussion of procurement and logistical management in shipping-related service operations. Its novelty lies in examining the procurement system within the specific operational context of PT Inti Global Jaya Makmur, linking procurement procedures and practical responses to the broader objective of maintaining fleet operational continuity.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

The procurement of goods and services is an essential component of shipping operations because it ensures the availability of resources required to

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maintain fleet readiness and operational continuity. Analysis refers to the systematic process of examining and categorizing interconnected elements to understand their relationships and support decision-making (Az-Zahra et al., 2024). A system consists of interrelated components that interact to achieve specific organizational objectives (Az-Zahra et al., 2024). Within shipping operations, systems analysis provides a conceptual basis for examining procurement procedures, vendor selection, administrative coordination, and the delivery of goods and services to vessels.

Procurement involves identifying requirements, selecting suppliers, negotiating agreements, purchasing goods or services, and managing their delivery. Nurlia (2017) emphasized that procurement should consider quality, quantity, timeliness, and reasonable pricing, while Nurlia (2017) highlighted its role in controlling the flow of goods into organizations. In shipping operations, procurement covers spare parts, fuel, lubricants, maintenance chemicals, navigation and safety equipment, crew supplies, and nautical publications. Product specifications may refer to the International Marine Purchasing Association (IMPA) Marine Stores Guide to minimize ordering errors. Service procurement includes machinery repairs, hull maintenance, safety equipment inspections, and navigation equipment repairs. These activities support vessel operations, which encompass managerial, technical, and supervisory processes associated with fleet movement, maintenance, cargo handling, and safety. Operational performance can be examined through waiting time, pilotage time, berthing time, working time, effective time, ineffective time, idle time, and turnaround time (Wardani et al., 2024). In Indonesia, shipping activities are regulated under Law No. 17 of 2008 concerning Shipping and Government Regulation No. 20 of 2010 concerning Water Transportation, including applicable business licensing requirements.

2.2. Review of Empirical Studies

Previous literature provides a conceptual and operational basis for understanding procurement and shipping activities. Az-Zahra et al. (2024) discuss analytical and systems concepts relevant to examining interconnected organizational processes. Nurlia (2017) emphasize procurement principles related to quality, quantity, timeliness, pricing, and the control of goods. Meanwhile, Wardani et al. (2024) identify operational time components relevant to assessing shipping activities. Collectively, these sources establish the importance of coordinated procurement procedures and resource availability. However, the available literature does not provide sufficient company-specific empirical evidence concerning the integration of procurement workflows, administrative controls, supplier coordination, and operational challenges at PT Inti Global Jaya Makmur.

2.3. Identification of the Research Gap

The literature establishes the importance of systematic procurement, resource management, and operational coordination in supporting shipping activities. Nevertheless, the existing discussion does not adequately explain how these concepts are implemented within the specific operational context of PT Inti Global Jaya Makmur, particularly regarding purchase requisitions, supplier quotations, purchase approvals, purchase orders, delivery documentation, and payment procedures. Furthermore, the practical mechanisms used to address supply delays, administrative constraints, inventory limitations, and supplier dependency require further examination. Therefore, this study addresses a contextual and operational research gap by investigating the implementation, challenges, and corrective measures associated with the company's goods and services supply system.

2.4. Development of the Conceptual Framework

The conceptual framework integrates three principal dimensions: the goods and services procurement process, operational challenges and corrective measures, and the continuity of shipping operations. The procurement process encompasses identifying fleet requirements, selecting suppliers, obtaining approvals, issuing purchase orders, delivering goods or services, and completing administrative documentation. Operational challenges include supply delays, coordination difficulties, inventory limitations, and supplier dependency, while corrective measures involve administrative controls, financial arrangements, documentation procedures, digital technology, and partnerships. These interconnected dimensions provide an analytical framework for understanding how the supply system supports fleet operational

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Fig. 1. Conceptual Framework of the Study.

continuity. Data obtained through observation, interviews, and documentation are used to examine these processes and their practical implications.

2.5. Research Propositions

Based on the conceptual framework and the qualitative descriptive approach, this study develops the following research propositions:

RP1: Structured procurement procedures, including purchase requisitions, supplier selection, purchase approvals, purchase orders, and delivery documentation, facilitate the systematic fulfillment of fleet goods and services requirements.

RP2: Supply delays, administrative constraints, coordination difficulties, inventory limitations, and supplier dependency create challenges in fulfilling shipping fleet requirements.

RP3: Administrative controls, financial arrangements, digital technology, documentation procedures, and supplier partnerships provide mechanisms for addressing procurement-related operational challenges.

RP4: The integration of procurement procedures and corrective measures supports the continuity of shipping fleet operations and the maintenance of business relationships with shipping company partners.

These propositions serve as analytical guides for examining procurement practices, operational challenges, and corrective measures at PT Inti Global Jaya Makmur rather than as statistically testable hypotheses.

3. Research Methods

3.1. Research Design

This study employed a qualitative descriptive approach using field research to examine the goods and services supply system supporting shipping operations at PT Inti Global Jaya Makmur. This design was selected to obtain an in-depth understanding of actual procurement practices, administrative procedures, operational challenges, and the measures implemented to address them.

3.2. Research Context and Setting

The research was conducted from February 1 to May 31, 2026, at the headquarters, operational office, and warehouse of PT Inti Global Jaya Makmur in Samarinda, East Kalimantan, Indonesia. Field observations also covered public ports, dedicated ports, shipyards, and shipping agency offices. This setting was selected to examine the company's supply activities, including its business operations, partner relationships, purchase order fulfillment, inventory management, and service-related challenges.

3.3. Population and Sample / Research Participants

The research participants comprised management, administrative staff, operational staff, and employees of PT Inti Global Jaya Makmur, as well as relevant business partners. These participants were selected based on their involvement in or knowledge of the company's procurement and service processes. The study focused on obtaining information relevant to the research objectives. However, the original research description did not specify the number of participants or the sampling technique; these details should be added if

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documented in the fieldwork records.

3.4. Data Sources and Data Collection

The study used primary and secondary data. Primary data were obtained directly from management, staff, employees, and relevant business partners through interviews and observations. The information covered the company's background and legal status, business activities, communication systems, cooperation arrangements, invoices, contracts, purchase orders, Statements of Fact, Delivery Orders, and operational challenges. Secondary data were obtained from the company website, reference books, academic journals, online documents, and other relevant literature. Data collection techniques included interviews, direct observation of company activities, and documentation of records, archives, photographs, activity reports, and data logs.

3.5. Measurement of Variables and Research Instruments

Because this study employed a qualitative descriptive design, it did not measure variables using numerical scales or standardized quantitative instruments. Instead, the analysis focused on four interconnected areas: (1) procurement procedures for goods and services, including purchase requests, approvals, ordering, and delivery; (2) operational and administrative challenges, including supply delays, coordination issues, inventory availability, and supplier-related constraints; (3) measures used to address these challenges; and (4) the contribution of the supply system to shipping fleet operational continuity. Interviews, direct observations, and document reviews served as the primary research instruments and sources of qualitative evidence.

3.6. Data Analysis Techniques

Data were analyzed using a qualitative descriptive approach through six stages: data collection, data reduction, coding, data presentation, conclusion drawing and verification, and data interpretation. The collected information was organized and coded according to the research focus, allowing relevant patterns in procurement procedures, operational obstacles, and corrective measures to be identified. Findings from interviews, observations, and documents were then compared and interpreted to develop an integrated understanding of the company's goods and services supply system. The original research description did not identify specific qualitative analysis software.

3.7. Validity, Reliability, and Trustworthiness

The trustworthiness of the findings was strengthened through method triangulation, which involved comparing information obtained from interviews, observations, and documentation. Interview accounts from managers, administrative staff, operational staff, and relevant business partners were compared with observational evidence and supporting documents. A literature review was also used to provide additional context for interpreting the findings. Triangulation supports the validity and credibility of qualitative research data (Wardani et al., 2024; Nurlia, 2017). Data collection continued until data saturation was reached, as reported in the original research description.

3.8. Ethical Considerations

The research involved collecting information from company personnel and relevant business partners, as well as examining organizational documents. Accordingly, confidentiality and the responsible handling of company information and participant responses are important considerations. However, the original research description did not specify whether formal ethical approval was obtained, whether written informed consent was documented, or what specific data protection procedures were implemented. These details should be reported according to the procedures actually followed during the research.

3.9. Research Procedure

The research proceeded through several stages. First, the researcher identified the research focus and gathered relevant literature concerning procurement systems and shipping operations. Second, fieldwork was conducted at the company's offices, warehouse, and relevant operational locations. Third, primary and secondary data were collected through interviews, observations, and documentation. Fourth, the collected data were reduced, coded, presented, and interpreted. Fifth, findings from different data sources were compared to strengthen their credibility. Finally, conclusions were drawn regarding the procurement workflow, the challenges encountered, and the measures used to support the continuity of shipping operations.

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3.10. Methodological Limitations

This study focused on a single company and employed a qualitative descriptive approach. Therefore, its findings provide contextual insights into procurement practices at PT Inti Global Jaya Makmur rather than statistically generalizable conclusions about all shipping companies. The interpretation of findings also depends on the completeness of participant accounts, observational records, and available company documents. Future research could examine multiple shipping-related companies or combine qualitative findings with quantitative operational indicators to facilitate broader comparisons.

4. Results and Discussion

4.1. Research Results

4.1.1. Research Context and Descriptive Overview

PT Inti Global Jaya Makmur provides goods and services to domestic and international shipping companies. The company has operated for more than 15 years and serves shipping partners across South Kalimantan, East Kalimantan, and Sulawesi. At the time of the study, the company maintained partnerships with more than 20 active shipping companies. The research focused on its procurement workflow, delivery procedures, operational challenges, partnership arrangements, and measures used to maintain service continuity.

4.1.2. Data Quality and Preliminary Analysis

The qualitative data were obtained through observation, interviews, and documentation. Information concerning procurement procedures, operational activities, and business relationships was examined across the available sources. Method triangulation was used to compare the information obtained and support the credibility of the findings. No statistical tests were conducted because the study employed a qualitative descriptive approach.

4.1.3. Main Analytical Results

The findings revealed that the company's goods and services supply system followed a structured workflow. The process began when a shipping company identified its vessel requirements through a Purchase Requisition (PR). Requests were then prioritized according to four categories: urgent and important, not urgent but important, urgent but not important, and neither urgent nor important. The purchasing department obtained at least three comparative quotations and submitted them for managerial approval before issuing a Purchase Order (PO). Following receipt of the PO, the company processed the order, prepared a Delivery Order (DO), delivered the requested goods or services, and processed invoices, tax documentation, and payments.

Delivery arrangements included direct customer collection, delivery to shipping agents, delivery to ports where vessels were docked, out-of-town delivery, and delivery to vessels at anchorage. The selected method depended on the quantity, size, location, and urgency of the required goods. The timely return of the DO was particularly important because it affected invoice processing and cash flow.

The main operational challenges comprised the wide geographical service area, unpredictable environmental conditions, time constraints, diverse vessel requirements, product availability, extended payment terms, the absence of customer collateral, limited payment options, increasing competition, unexpected costs, substantial capital requirements, warehouse capacity, demanding work schedules, and the need for reliable personnel.

To address these challenges, the company implemented credit limits, adjusted profit margins, accepted post-dated checks for specific projects, strengthened customer relationships, differentiated its services through a *One-Stop Marine Services* concept, improved service quality, adopted digital technology, and collaborated with business partners. Delivery accuracy was supported by checklists, double-checking procedures, photo and video documentation, and professional operational staff.

The findings also indicated that the company maintained mutually beneficial relationships with shipping partners, some of which had lasted for more than a decade. These partnerships were supported by legal frameworks and contracts specifying the rights and obligations of each party. The company's Standard Operating Procedures (SOPs) covered vendor registration, partnership agreements, order processing, standardized documentation, delivery, invoicing, and supporting tax documents.

4.1.4. Key Findings

Four principal findings emerged from the analysis. First, procurement activities were organized

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Fig. 2. Service Process Chart

through a defined sequence of requisitions, quotations, approvals, orders, deliveries, and payment documentation. Second, the supply process faced logistical, administrative, financial, and human resource challenges. Third, the company used financial controls, operational checks, digital technology, service differentiation, and business partnerships to manage these challenges. Fourth, established procedures and long-term business relationships supported the continuity of services provided to shipping companies.

4.1.5. Visual Presentation of Results

Figure 2 presents the service process, illustrating the sequence of activities from order receipt and procurement processing to delivery and administrative completion. The workflow reflects the coordination required among shipping companies, suppliers, and the service provider to fulfill fleet requirements.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

The findings demonstrate that a structured procurement workflow is central to the company's provision of goods and services. The use of purchase requisitions, comparative quotations, managerial approval, purchase orders, delivery documentation, and invoicing establishes an organized process for fulfilling customer requirements. The prioritization of requests also helps the company distinguish urgent operational needs from less time-sensitive requirements.

However, a structured workflow alone does not eliminate the challenges associated with shipping services. Geographical dispersion, unpredictable environmental conditions, variable vessel requirements, and time-sensitive deliveries require operational flexibility. Financial constraints, including extended payment terms and limited payment options, further complicate supply management. The company's combination of administrative controls, financial arrangements, delivery verification, digital technology, and partnerships represents a practical response to these interconnected challenges.

The findings also indicate that service quality depends on coordination throughout the procurement cycle. Timely delivery of goods and services must be accompanied by accurate documentation because delays in returning DOs can postpone invoicing and affect cash flow. Long-standing partnerships and contractual arrangements provide an additional basis for coordinating responsibilities and maintaining business continuity.

4.2.2. Comparison with Previous Studies

The findings are consistent with the procurement principles discussed in the literature review, particularly the importance of fulfilling requirements in terms of quality, quantity, timeliness, and cost. They also reinforce the relevance of systematic logistical management to shipping operations, where delays in supplying spare parts, equipment, or other essential items can affect vessel readiness.

The study extends this general understanding by documenting how procurement procedures and practical corrective measures operate together within a shipping-related service provider. Nevertheless, direct comparisons with specific empirical studies remain limited because the research material provided for this section does not contain detailed findings from comparable studies. Future revisions should incorporate recent peer-reviewed studies on maritime procurement, supplier coordination, inventory management, and logistics performance to

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strengthen the comparative discussion.

4.2.3. Theoretical Contributions

This study contributes contextual evidence to the understanding of procurement systems as interconnected organizational processes. The findings illustrate how purchasing procedures, supplier coordination, delivery verification, administrative documentation, and payment management function as interdependent components of a service system. The study also highlights the relationship between formal procedures and operational adaptability: standardized controls provide consistency, while flexible delivery arrangements and partnerships help address changing maritime requirements.

4.2.4. Practical and Policy Implications

The findings suggest that shipping-related service providers should maintain clear procurement SOPs, establish transparent approval procedures, and monitor the completion of delivery documentation. Digital recordkeeping and standardized checklists may strengthen traceability and reduce delivery errors. Companies should also manage customer credit limits, monitor outstanding invoices, and assess the financial implications of extended payment terms. In addition, workforce development, reliable warehousing, flexible delivery arrangements, and strategic partnerships can help providers respond to geographically dispersed and time-sensitive customer requirements.

4.2.5. Integration with the Research Gap

The study addresses the identified contextual gap by explaining how the goods and services supply system operates at PT Inti Global Jaya Makmur, including its procurement stages, delivery arrangements, operational challenges, and corrective measures. Rather than examining procurement solely as a purchasing activity, the findings demonstrate its practical connection with documentation, financial administration, supplier coordination, and shipping fleet operational continuity. This company-specific account provides a basis for understanding procurement practices in maritime service operations.

4.2.6. Acknowledgment of Study Limitations

The findings reflect the operational context of one company and may not capture the full range of procurement practices across the maritime industry. In addition, the qualitative descriptive design provides contextual explanations rather than statistical measurements of procurement efficiency, delivery performance, or financial outcomes. The findings should therefore be interpreted in relation to the company's operational circumstances and the evidence collected during the research period.

5. Conclusion

5.1. Summary of Key Findings

This study concludes that PT Inti Global Jaya Makmur has established a structured goods and services supply system supporting domestic and international shipping companies for more than 15 years. Its procurement workflow includes purchase requisitions, request prioritization, comparative quotations, managerial approval, purchase orders, delivery, and the completion of invoicing and tax documentation. Although the company faces logistical, administrative, financial, and workforce challenges, it applies credit controls, delivery verification, digital technology, service differentiation, and business partnerships to manage these constraints. Its established SOPs and long-term customer relationships support service continuity and business operations.

5.2. Theoretical Contributions

The study provides contextual insight into procurement as an integrated service system in which purchasing procedures, supplier coordination, delivery arrangements, administrative controls, and payment processes interact to support shipping operations. It highlights the importance of combining standardized procedures with operational flexibility when responding to maritime supply requirements.

5.3. Practical and Policy Implications

PT Inti Global Jaya Makmur should continue strengthening workforce competence, maintaining professional service standards, and adopting digital technologies to improve coordination between its headquarters and branch offices. Further attention should be given to inventory planning, delivery documentation, invoice processing, credit management, and supplier relationships. These measures may improve service consistency,

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operational responsiveness, and financial control. Other shipping-related service providers may also consider adapting these practices to their own operational contexts.

5.4. Limitations of the Study

The study focused on a single company and used qualitative evidence collected within a defined research period. Consequently, the findings are context-specific and do not establish statistically generalizable relationships between procurement practices and operational performance. The study also did not quantify the effects of individual corrective measures on delivery times, costs, or customer satisfaction.

5.5. Directions for Future Research

Future studies could examine procurement systems across multiple shipping service providers to identify similarities and differences in operational practices. Researchers could also combine qualitative methods with quantitative indicators, such as delivery lead time, order fulfillment rates, inventory availability, invoice processing time, and customer satisfaction, to evaluate procurement performance more systematically. Further research could investigate how digital procurement systems, supplier relationships, and credit management practices influence operational reliability and business continuity in the maritime sector.

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