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The Role of Interns in Business Flow Alignment at SBU-CM By PT KPdP

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ABSTRACT

Competition in the increasingly competitive industrial sector encourages companies to increase operational effectiveness and efficiency as an effort to maintain business continuity and strengthen competitiveness. PT Krakatau Maintenance and Workshop (PT KPdP), through its Strategic Business Unit–Central Maintenance (SBU-CM), has the responsibility to ensure the reliability of its assets, equipment, and production facilities. In its implementation, this unit still faces a number of obstacles, especially related to the lack of optimal integration of work processes between the Commercial, Procurement, and Human Resources (HR) sections, which have the potential to cause administrative obstacles, delays in the implementation of work, and an imbalance in the distribution of workloads. Internship activities were carried out using a qualitative approach with participatory observation methods, interviews, documentation studies, and direct involvement in operational activities for 30 days. Data was obtained through observation of the contract and service management process in the Commercial section, the procurement mechanism of goods and services in the Procurement section, HR management, and the review of company documents related to work procedures, organizational structure, and operational policies. The results of the analysis show that the operational effectiveness of SBU-CM is greatly influenced by the level of coordination and synchronization between parts. Some of the problems identified include complex administrative flows, cross-unit communication that has not run optimally, and uneven distribution of workloads. Efforts to align business flows through strengthening coordination between units, simplifying administrative procedures, and increasing communication effectiveness so that operational processes become more efficient, services and maintenance activities can be carried out faster, and PT KPdP's operational performance can continue to be improved continuously.

1. INTRODUCTION

The increasingly dynamic development of the industrial world requires every company to be able to increase the effectiveness and efficiency in carrying out its operational activities. Increasingly fierce competition encourages organizations to continue to make improvements to their work systems in order to be able to produce optimal performance, provide quality services, and maintain competitiveness in the midst of changing business environments. One of the efforts that can be made is through

business process alignment that supports coordination and integration between work units. (Hasibuan & Al Buqhuri, 2025) PT Krakatau Maintenance and Workshop (PT KPdP) is a company engaged in maintenance, workshop, and industrial engineering services. In supporting the company's operational activities, the Strategic Business Unit–Central Maintenance (SBU-CM) has an important role in maintaining the reliability of assets, machinery, and production facilities to keep operating optimally. The success of this unit is greatly influenced by the company's ability to manage integrated work processes so that all

maintenance activities can be carried out effectively (Is'adi et al., 2025)

The implementation of operational activities at SBU-CM involves several main functions, namely the Commercial, Procurement, and Human Resources (HR) sections. The Commercial section is responsible for managing contracts and services to customers, the Procurement section plays a role in ensuring the availability of materials and supporting services, while the HR department is in charge of managing manpower needs in accordance with operational needs. The interdependent relationship between the three parts requires good coordination so that business processes can take place efficiently (Suparwanto, 2025)

The implementation of business processes at SBU-CM still faces several obstacles that affect operational effectiveness. These obstacles include relatively long administrative procedures, communication between units that have not run optimally, and workload distribution that is not fully balanced. This condition causes the service and maintenance process to be less than optimal and has the potential to hinder the achievement of the Company's operational targets (Munajah et al., 2025).

The lack of integration of business processes between departments can also have an impact on increasing work completion times, delays in material procurement, and the emergence of overlapping responsibilities between employees. If these conditions are not immediately corrected, the company's operational efficiency will decrease and can affect the quality of service to customers. Therefore, improvement efforts are needed through the alignment of business flows that are able to connect each work process systematically (RIDLO, 2025).

Business flow alignment is the process of adjusting and integrating work activities so that each operational stage has a clear, effective, and consistent relationship with organizational goals. Through this alignment, it is hoped that better coordination between work units, simplification of administrative procedures, and a more proportionate division of tasks will be created. Thus, business processes can run more efficiently without compromising the quality of service or compliance with the Company's procedures.

Internship activities at PT KPdP are a learning tool for students to understand the implementation of business processes directly in an industrial environment. During the internship, students are involved in various operational activities in the Commercial, Procurement, and HR sections through observation, documentation, and participation in the implementation of daily work. This experience provides an understanding of the relationship between business processes as well as identifying

various problems that occur in the field (Maritza & Andarini, 2024).

Good Observations during the internship activity show that increasing the operational effectiveness of SBU-CM requires better coordination between departments and simplifying complex workflows. In addition, it is necessary to adjust the division of tasks and strengthen internal communication so that the service, procurement, and maintenance processes can take place more quickly and integrated. These findings are the basis for formulating recommendations for aligning business flows in accordance with the Company's operational needs (Tabun et al., 2025).

The focus of this research is to examine the business process in the Strategic Business Unit–Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP) by examining the coordination between Commercial, Procurement, and Human Resources (HR) divisions. This research also aims to produce recommendations for business flow alignment that are able to increase coordination effectiveness, accelerate operational processes, and improve work efficiency. Through this research, it is hoped that useful inputs will be obtained for companies in improving work systems and contributing to the development of administrative science and business process management (Rismawati et al., 2024).

2. MATERIALS AND METHODS

This internship activity uses a qualitative descriptive approach that aims to systematically describe the real conditions of business processes in the Strategic Business Unit–Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP), especially in the Commercial, Procurement, and Human Resources (HR) sections. The qualitative approach was chosen because it was able to provide an in-depth understanding of the implementation of business processes, coordination patterns between departments, and various operational obstacles that occurred in the work environment. Data collection is carried out through participatory observation, interviews, documentation, and direct involvement in operational activities for 30 working days by following the company's operating hours. This approach allows authors to obtain factual data on the implementation of business processes while identifying opportunities for workflow alignment to improve operational effectiveness and efficiency.

2.1 Program Approach

The internship was structured in five systematic stages:

a. **Problem Identification:** The initial stage is carried out through preliminary observation and coordination with field supervisors and employees at SBU-CM PT KPdP. At this stage, business processes involving Commercial, Procurement, and HR sections are identified to find out operational conditions, coordination patterns, and various obstacles that affect the smooth running of business processes.

b. **Program Planning:** The planning stage begins with the preparation of an internship activity plan, determination of the focus of observation, and the preparation of data collection instruments in the form of observation guidelines, interview guidelines, and documentation formats. In addition, a review was carried out on company documents, such as Standard Operating Procedures (SOP), organizational structure, business process flows, and operational provisions that are a reference for the implementation of activities at SBU-CM.

c. **Program Implementation:** The implementation stage is carried out through direct involvement in operational activities in the Commercial, Procurement, and HR sections. Students observe the process of managing contracts and customer service, the process of procuring goods and services, and the management of human resource administration that supports maintenance activities. In addition to conducting participatory observations, students also assist in the implementation of administrative work in accordance with the direction of field supervisors so as to gain an understanding of the workflow and coordination between departments directly.

d. **Monitoring and Evaluation:** Monitoring is carried out continuously during internship activities through recording the results of observations, discussions with field supervisors, and interviews with employees involved in business processes. All data obtained is then analyzed to identify obstacles, process inefficiencies, and potential improvements to the running business flow. The evaluation is carried out by comparing the actual conditions in the field with the concept of business process management and organizational coordination.

e. **Follow-Up:** The final stage is in the form of preparing an internship report that contains the results of the analysis and recommendations for business flow alignment at SBU-CM PT KPdP. Recommendations are focused on improving inter-division coordination, simplifying administrative procedures, strengthening internal communication, and improving the division of tasks so that business processes can run more effectively, efficiently, and support the improvement of the company's operational performance in a sustainable manner.

2.2 Location, Time, and Partner

The internship was carried out at the Strategic Business Unit–Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP) which is located on Jl. Australia II, Kav. M.2, Krakatau Industrial Estate, Warnasari Village, Citangkil District, Cilegon City, Banten 42443. This unit is one of the strategic business units responsible for the implementation of maintenance services, equipment maintenance, and industrial asset management to support the smooth operation of the company and customers. Internship activities are carried out for 30 working days, following the company's operating hours. The work unit that is the focus of the internship is the Strategic Business Unit–Central Maintenance (SBU-CM), especially in the Commercial, Procurement, and Human Resources (HR) sections, which have a role in the management of service contracts, procurement of goods and services, and human resource management to support the company's operational and maintenance activities.

2.3 Program Stages

This subsection should explain the stages of the community service program in a systematic and chronological manner. The stages may be adjusted according to the type of program, but generally include problem identification, planning, implementation, evaluation, and follow-up.

a. Problem Identification:

At this stage, students participate in company orientation activities and debriefing on Occupational Safety and Health (K3) as the basis for carrying out activities in the industrial environment. Furthermore, a *plant visit* was carried out to get to know the work area, operational processes, and business flows applied to SBU-CM. Students also observe administrative activities in the Commercial, Procurement, and HR sections and discuss with field supervisors to get an overview of the coordination mechanism, division of tasks, and problems that are often faced in the implementation of work.

b. Program Planning:

In the planning stage, students prepare activity plans during the internship period with field supervisors. The activity began by studying the company's Standard Operating Procedures (SOPs), personnel administration mechanisms, and operational procedures that apply to SBU-CM. In addition, students prepare observation formats, daily activity logbooks, and documentation that are used as guidelines in collecting data so that the implementation of internships can run systematically and in accordance with the goals that have been set.

c. Program Implementation:

During the internship, students are directly involved in various administrative activities, such as compiling daily, weekly, and monthly attendance data recapitulations of employees, making overtime data recapitulations, input attendance data into the company's administrative system, and checking and verifying employee attendance data. In addition, students assist in the preparation and filing of personnel administration documents, manage the archives of incoming and outgoing letters, and support the preparation of administrative and operational reports of the division. The involvement provides an understanding of the implementation of business processes and coordination between the Commercial, Procurement, and HR departments in supporting SBU-CM operational activities.

d. Monitoring and Evaluation:

The monitoring process is carried out by evaluating the results of the recapitulation of attendance and overtime data that has been prepared, checking the accuracy of data input into the administrative system, and ensuring the completeness of the archived documents. The results of the work were then discussed with the field supervisor to obtain input on the obstacles found during the implementation of the task. All evaluation results are recorded in the activity logbook as an analysis of the effectiveness of the administrative process and inter-section coordination within the SBU-CM.

e. Follow-Up:

The follow-up stage is realized through the preparation of the final internship report which contains the results of observations, documentation, and analysis of the business processes applied to SBU-CM PT KPdP. The report is consulted with the field supervisor to obtain input and improvements before completion. Based on the results of the analysis conducted, students compiled recommendations for aligning business flows in the Commercial, Procurement, and HR sections as evaluation materials for companies in improving coordination effectiveness, administrative efficiency, and operational service quality.

2.4 Techniques of Program Implementation

The internship program is carried out using several techniques that are tailored to the purpose of the activity, namely understanding the implementation of business processes and supporting the alignment of workflows in the Strategic Business Unit–Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP). The main technique used is participatory observation, where students are directly involved in operational and administrative activities so that they can

understand the work mechanism in the Commercial, *Procurement*, and Human Resources (HR) sections. In addition, direct practice techniques (on-the-job training) are applied through the implementation of administrative tasks, such as processing employee attendance and overtime data, document archiving, and preparation of administrative reports. The learning process is also carried out through discussion and guidance with field supervisors and employees so that students gain an understanding of inter-section coordination, operational procedures, and problem solving that arise in the work process. The documentation study technique is used to study Standard Operating Procedures (SOPs), organizational structures, and administrative documents related to business processes in SBU-CM.

2.5 Data Collection and Evaluation Instruments

Data collection was carried out using several instruments that support the observation and analysis process during the internship activities. The first instrument is an observation sheet, which is used to record operational activities, workflows, and coordination between departments in the SBU-CM environment. The second instrument is in the form of interview guidelines, which are used to obtain information from field supervisors and employees regarding the implementation of business processes, operational constraints, and coordination mechanisms in the Commercial, Procurement, and HR sections. The third instrument is in the form of a logbook of daily activities, which contains documentation of student activities during the internship, including the implementation of administrative tasks and the results of field observations. The fourth instrument is in the form of company documentation, such as employee attendance and overtime data, administrative archives, Standard Operating Procedures (SOPs), organizational structure, and operational reports used as supporting materials in the analysis process.

2.6 Data Analysis

During the implementation of the internship, it was found that the process of recapitulation of employee attendance and overtime data was still carried out through several administrative stages that required manual verification before the data could be further processed. The results of the observation show that this process has the potential to cause delays in the preparation of administrative reports if there is a discrepancy in data or delays in the delivery of information from related units. These findings were then analyzed using the concept of Business Process Management (BPM) to identify activities that have not provided value added (*non-value added activities*), and were associated with the Controlling function in the POAC concept to evaluate

the effectiveness of the administrative control mechanism applied. Based on the results of the analysis, recommendations were prepared in the form of simplifying the data verification flow, improving coordination between parts, and optimizing the use of digital administration systems so that the data management process becomes faster, more accurate, and more efficient.

2.7 Indicators of Program Success

During the internship, students were able to understand the workflow applied to SBU-CM starting from the administrative process, employee data management, to the coordination mechanism between sections. The improvement in practical skills can be seen from the ability of students to recapitulate employee attendance and overtime data, input administrative data, check the completeness of documents, and compile operational activity reports. In addition, students are also able to identify several obstacles in the business process, such as delays in the verification flow, communication between departments that are not optimal, and administrative processes that still require several stages of examination. These findings then became the basis for compiling recommendations for business flow alignment in the form of improving coordination, simplifying administrative processes, and strengthening the data management system so that SBU-CM operational activities can run more effectively and efficiently. The success of the program was also strengthened through positive feedback from field supervisors and employees regarding student involvement, discipline, and contribution during the internship.

3. RESULT AND DISCUSSION

3.1 Organizational Profile of PT KPdP SBU-CM

The Strategic Business Unit–Central Maintenance (SBU-CM) is one of the strategic business units under the auspices of PT Krakatau Maintenance and Workshop (PT KPdP) which has a role in supporting the sustainability of industrial activities through maintenance, repair, fabrication, and asset management services as well as production facilities. This unit was formed as a form of development of the Central Maintenance function which previously played a role in carrying out preventive, corrective, and repair maintenance of various industrial machinery and equipment, especially in supporting the smooth operation of the Krakatau industrial estate. Along with the increasing industry need for more integrated maintenance services, in September 2023 the Central Maintenance function officially joined PT KPdP and developed into a Strategic Business Unit – Central Maintenance (SBU-CM) as the company's effort to improve the quality of engineering services, strengthen competitiveness, and expand the scope of services to

various industrial sectors. In the implementation of its operations, SBU-CM is supported by several main functions, namely the Commercial section which is responsible for managing customer relations, preparing offers, and managing work contracts, the Procurement section which plays a role in the provision of materials, spare parts, and work support service needs, and the Human Resources (HR) section which ensures the availability of labor in accordance with operational needs. The complexity of the working relationship between these divisions makes alignment of business flows important to improve coordination effectiveness, speed up administrative processes, and optimize the use of company resources. Through the implementation of a more integrated work system, strengthening communication between units, and utilizing information technology, SBU-CM continues to strive to improve service quality and support the achievement of PT KPdP's goals as a professional and sustainable industrial maintenance and workshop service company.

3.2 Letter Disposition Process at the General Affairs and Personnel Division

The implementation of the internship at the Strategic Business Unit -Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP) provides an opportunity for students to understand firsthand the application of administration, organizational coordination, and business processes in the industrial environment. Through observation, documentation, and direct involvement in work activities for 30 days, students gain an understanding of the company's operational mechanisms and interdepartmental relationships in supporting the sustainability of maintenance and repair activities of industrial assets.

Based on the results of observations during the internship, business processes at SBU-CM have a strong dependence between the Commercial, Procurement, and Human Resources (HR) sections. The Commercial Department plays a role in managing customer needs and ensuring that work can be translated according to operational needs, Procurement is responsible for providing materials and supporting work needs, while HR plays a role in ensuring the availability of a competent workforce. Even though the work system has run according to company procedures, there are still several obstacles such as delays in the delivery of information, administrative processes that require several stages, and the need to improve coordination so that the implementation of work can run more effectively

The results of the analysis show that the alignment of business flow strategies is one of the important efforts in increasing the effectiveness and operational efficiency of SBU-CM.

Improvements can be made through strengthening communication between departments, simplifying administrative flows, clarifying the division of tasks, and utilizing a more integrated information system. With this alignment, the work process is expected to take place faster, more accurately, and be able to support the improvement of the quality of industrial maintenance services at PT KPdP.

Table 1. Letter Disposition Workflow at DPMPTSP Serang City

Stage	Before Program	After Program
Letter Receipt	Job needs information from Customers are accepted by the relevant departments, but the delivery of information between departments still requires several stages of coordination	Job information starts mapping more clearly with a more structured intersection communication flow
Verification	The examination of project needs, materials, and labor is carried out in stages involving several parties	Job needs are verified from the beginning through coordination between Commercial, Procurement, and HR
Recording	The preparation of the work plan still depends on the availability of information from each section	Work planning is carried out based on data and needs that have been aligned between units
Classification	The process of requesting and procuring materials requires several stages of approval so that it can increase lead <i>time</i>	The procurement process is more coordinated through faster and more accurate delivery of needs
Leadership Review	Adjustment of labor needs is made after complete job information is received	Personnel needs can be prepared in advance based on the agreed work plan
Disposition	The implementation of work has the potential to experience delays due to delays in information, materials, or coordination between departments	The implementation of work has the potential to experience delays due to delays in information, materials, or coordination between departments

Distribution	Evaluation is carried out after the work is carried out with the recording of obstacles that are still scattered in each section	Monitoring is carried out periodically to find out obstacles and improve work processes
Archiving	Job documentation still requires manual collection of data from multiple sources	Documentation and reporting are done more systematically with structured data storage

3.3 Achievements of the Internship Program

The implementation of the internship at the Strategic Business Unit–Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP) has given significant results in understanding business processes and work systems in the industrial environment. From the aspect of knowledge, students gain an understanding of the relationship between Commercial, Procurement, and Human Resources (HR) functions in supporting industrial maintenance operational activities. Students understand that the success of work does not only depend on technical skills, but also on the effectiveness of coordination, information flow, and alignment between departments in running the company's business processes.

In terms of understanding the work process, students get an overview of the stages of work implementation starting from the acceptance of customer needs by the Commercial section, the planning process and provision of materials by the Procurement, to the readiness of the workforce by the HR department. Through observation activities and direct involvement during the internship, students can understand that each stage has interdependent relationships. Information delays or obstacles in one part can have an impact on the entire operational process, so a structured coordination system and effective communication are needed.

From a skills perspective, internships provide practical experience in the implementation of the administration and management of company operational data. Students are involved in various activities such as making recapitulation of employee attendance and overtime data, input administrative data, document checking, archiving, and assisting in the preparation of divisional operational activity reports. In addition, students also gain the ability to manage data using digital administration tools and understand the importance of accuracy, accuracy, and neatness in the process of managing corporate documents.

From the aspect of attitude and professionalism, the implementation of internships at SBU-CM PT KPdP forms discipline, responsibility, communication skills, and

understanding of work culture in the industrial environment. Students are required to follow the company's rules, complete assignments according to the direction of field supervisors, maintain document confidentiality, and be able to adapt to the professional work system. This experience is an important part of increasing students' readiness to face the world of work while understanding the application of administration and business process management in real terms.

3.4 Analysis of Commercial, Procurement, and HR Workflow Coordination at SBU-CM PT KPdP Based on POAC Approach and Business Process Management

Although the business process at SBU-CM PT KPdP has been running with a fairly good work structure, during the implementation of the internship there are still several obstacles that can affect the effectiveness of the company's operations. The first obstacle is related to coordination between departments that is not fully optimal, where the delivery of information related to work needs, materials, and resources sometimes takes longer to be received by the relevant departments. These conditions can affect the next stage of work, such as the material procurement process and workforce readiness. In addition, the administrative process that is still going through several stages of verification and approval can also increase the lead *time* in completing the work, especially when the job requires a quick response.

3.5 Challenges and Constraints

Although the business process at SBU-CM PT KPdP has been running with a fairly good work structure, during the implementation of the internship there are still several obstacles that can affect the effectiveness of the company's operations. The first obstacle is related to coordination between departments that is not fully optimal, where the delivery of information related to work needs, materials, and resources sometimes takes longer to be received by the department terkait. Kondisi tersebut dapat affect the next stages of work, such as the material procurement process and workforce readiness. In addition, the administrative process that is still going through several stages of verification and approval can also increase the lead *time* in completing the work, especially when the job requires a quick response.

Another obstacle is the use of information systems that are not fully integrated so that some communication processes and data management are still carried out manually. This has the potential to cause delays in updating information, data differences between sections, and the risk of administrative errors. Therefore, the alignment of business flows at SBU-CM not only requires improving work procedures, but also strengthening coordination, increasing human resource readiness, optimizing the use of digital technology, and simplifying administrative processes so that the

flow of information becomes faster, more accurate, and able to increase the effectiveness of the company's operations.

4. CONCLUSION

This article has discussed the process of aligning business flow strategies in the Strategic Business Unit–Central Maintenance (SBU-CM) PT Krakatau Maintenance and Workshop (PT KPdP). The results of the analysis show that SBU-CM has a strategic role in supporting the sustainability of industrial operations through maintenance, repair, fabrication, and asset management services. The integration between the Commercial, Procurement, and Human Resources (HR) sections is the main factor in ensuring that the work process runs effectively, from accepting customer needs to implementing work in the field.

The implementation of the internship provides direct experience and understanding of the application of business process management in an industrial environment. Students gain knowledge about inter-departmental working relationships, operational coordination flows, and the importance of communication in supporting the achievement of company targets. In addition, internship activities also improve practical skills in administrative management, data processing, documentation, and understanding of the professional work system applied at SBU-CM PT KPdP.

The results of observations during the internship activity show that there are still several obstacles that affect the effectiveness of business processes, such as delays in the delivery of information between sections, administrative processes that require several stages of verification, and the use of information systems that are not fully integrated. This condition can increase *lead time* and potentially hinder the speed of work implementation if not handled properly.

Based on the results of the analysis, several improvement efforts are needed to increase the operational effectiveness of SBU-CM PT KPP. First, the company needs to strengthen the coordination mechanism between the Commercial, Procurement, and HR departments so that information exchange can take place faster and more accurately. Second, simplifying administrative flows needs to be carried out without reducing the company's internal supervision and control functions. Third, optimizing the use of digital systems and improving the competence of human resources needs to be a concern so that the work process can run more integrated.

The implementation of these measures is expected to improve the efficiency of business processes, accelerate decision-making, reduce coordination barriers, and improve the quality of industrial maintenance services. With the alignment of sustainable business flow strategies, SBU-CM PT KPdP can strengthen its role as a

professional, adaptive, and able to support the achievement of the company's goals in a sustainable manner.

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