

# Operations Management: Roles and Duties of Suppliers and Shippers in Supply Chain Management

Festus Evly R.I. Liow <sup>1</sup>, Raden Ajeng Indrawati <sup>2</sup>, Zainuddin Latuconsina <sup>3</sup>, Hasnawati <sup>4</sup>, Muhamad Ilham Faozi <sup>5</sup>

Institut Teknologi Minaesa Tomohon, Indonesia <sup>1</sup>

Universitas Cahaya Prima, Indonesia <sup>2,4</sup>

Universitas Pattimura, Indonesia <sup>3</sup>

Universitas Terbuka, Indonesia <sup>5</sup>

E-Mail: [evlyliow401@gmail.com](mailto:evlyliow401@gmail.com), [ajengindrawati@gmail.com](mailto:ajengindrawati@gmail.com), [zainuddin.fekon@gmail.com](mailto:zainuddin.fekon@gmail.com),  
[hasnawatialimuddin@gmail.com](mailto:hasnawatialimuddin@gmail.com), [ifaozi731@gmail.com](mailto:ifaozi731@gmail.com)

Correspondence Authors: Festus Evly R.I. Liow ([evlyliow401@gmail.com](mailto:evlyliow401@gmail.com))

Article history: received May 20, 2024; revised June 05, 2024; accepted June 07, 2024

This article is licensed under a Creative Commons Attribution 4.0 International License



## Abstract

In order to enhance competitiveness, companies must prioritize product customization, high quality, cost reduction, and distribution speed. To achieve these goals, it is essential to focus on supply chain management. Supply chain management is defined as the integrated process of obtaining materials and services, transforming them into intermediate and final products, and delivering them to customers. This involves activities such as purchasing and outsourcing, in addition to other functions that are crucial for the relationship between suppliers and distributors. The primary objectives of supply chain management (SCM) are the timely delivery of products to consumers, cost reduction, and the improvement of outcomes across the entire supply chain (as opposed to a single company). Additionally, SCM facilitates the reduction of time, the centralization of planning and distribution activities, and the optimization of resources. Given the current circumstances, the application of SCM is particularly advantageous, as it enables the management of the flow of goods or products in a supply chain..

**Keywords:** *management, supply, chain*

## INTRODUCTION

Competition within the distribution industry is intensifying. One of the key factors influencing the sustainability of distribution companies is the timely provision of appropriate products to consumers at an affordable cost. Product availability and cost-effective pricing are contingent upon effective coordination between distribution companies and their suppliers. This coordination entails not only inventory management but also the exchange of market intelligence, which is crucial for strategic planning within the distribution company. In the event that there is a deficiency of product inventory at the distributor, this will result in the loss of potential sales, whilst the accumulation of an excessive quantity of product will lead to increased costs of maintaining the inventory. In addition, it is crucial to coordinate with the branch stores as one of the supply chain links, whereby the head office can share and collect information about each supplier. The purpose of this is to enable better supply management and product sales planning. Therefore, the participation of suppliers, transportation companies and distributor networks is necessary. This awareness of inexpensive, expedient, and high-quality products gave rise to a novel concept in the 1990s, namely Supply Chain Management (SCM).

Supply chain management (SCM) is a concept or mechanism that aims to enhance the overall productivity of a company within its supply chain. This is achieved by optimizing the time, location, and quantity flow of materials. In the context of manufacturing, SCM necessitates that companies meet customer satisfaction, develop products on time, incur low costs in the field of inventory and product delivery, manage the industry carefully and flexibly.

In the contemporary business environment, consumers are becoming increasingly demanding, expecting the timely delivery of products in the desired location. This has led to a shift in the competitive landscape, with manufacturers that anticipate and respond to these demands attaining customer loyalty, while those that fail to do so risk losing customers. Supply chain management (SCM) represents a powerful tool for enhancing productivity and competitiveness among businesses.

## Literature Review

The objective of logistics management is to plan and coordinate all activities necessary to achieve the desired level of delivery. A further strategic issue that presents a challenge for logistics management is the continuing trend towards globalization. A global company is more than just a multinational company. In a global business, the sourcing of materials and components from around the world and manufacturing of products in offshore locations, followed by sale in different countries, with the possibility of local customization, are all elements which require consideration. According to (Sahara, 2022), the development of information and knowledge requires a proactive approach to learning. This encompasses a genuine interest in acquiring new knowledge and skills without external pressure or direction.

The two areas of logistics and supply chain management are intimately related, as the former concerns the planning, implementation and supervision of the movement of goods and services from producers to consumers. Logistics is comprised of a number of discrete activities, including transportation, warehousing, packaging and delivery. It is therefore responsible for ensuring that products or services reach their destinations on time, in a cost-effective manner and in good condition. In contrast, supply chain management is a strategic approach to improving the flow of goods and services from suppliers to consumers.

Distribution is defined as the transfer of goods from producers to consumers. The term "distribution" is derived from the English language and refers to the process of distributing (Sahara & Jesica Silitonga, 2022). The continuity and availability of transportation services throughout the region are crucial because the strategic function of transportation is to maintain the stability and continuity of community activities and to facilitate the wheels of government (SAHARA & Annas Ruli Pradana, 2021). Indonesia is a maritime country comprising numerous islands, extending from Sabang to Merauke and encompassing a total of 17,508 islands.

Indonesia's total area is 1,904,569 square kilometers, of which 6,400,000 square kilometers (77.11%) is water. This data clearly indicates that the majority of Indonesia's territory is comprised of water, necessitating the role of ports in inter-island connectivity to meet the needs of the population (Sahara Siti & Pradana Ruli Annas, 2021). Furthermore, social development is also human development that does not solely rely on intermodal and multimodal transportation, which plays a pivotal role in the global market competition system in the second century.

It is particularly the case with stevedoring companies which are responsible for the transportation of goods from the global market (Sahara, 2022). One of the principal challenges for logistics management is to develop appropriate supply chain solutions in order to meet the needs of the different market segments which have been identified. In specific product and market situations it may be found that certain elements are of greater importance than others, and that there may also exist factors other than those listed above which are significant in specific markets. The subsequent argument will demonstrate that it is crucial to comprehend customer service in accordance with the distinct necessities of diverse market segments. It will be demonstrated that there is no universally applicable list of elements, as each market in which a company provides services will attach importance to different service elements. This is due to the multivariate nature of customer service and the specific market requirements.

## METHOD

This research employs qualitative methodology with library research data collection techniques. The objective is to ensure that all material included in the writing is accessible and comprehensible, facilitating its acceptance. The data collection methods employed in this study are primary and secondary data. Primary data consist of literature from books, journal as well as documentation.

## RESEARCH RESULTS AND DISCUSSION

### *Definition of SCM*

The terms supply chain and supply chain management have become common jargon found in various media, including management magazines, newsletters, newspapers, books, or in discussions. However, it is not uncommon for the two terms above to be perceived incorrectly. Many individuals and organisations associate supply chain management with software. Some perceive that the supply chain is only owned by manufacturing companies. As a discipline, supply chain management is indeed a relatively new discipline. In his 1997 work, Cooper noted that the term "supply chain management" emerged in the early 1990s, introduced by management consultants. Currently, the field of supply chain management is a popular topic for discussion and even evokes considerable fascination among academics and professionals alike.

The term "supply chain" is defined as a set of activities (in the form of entities/facilities) involved in the process of transforming and distributing goods, beginning with the earliest raw materials sourced from nature and concluding with the finished product reaching the end consumer. According to this definition, a supply chain is comprised of companies that transport raw materials from their natural sources, those that transform them into intermediate products or components, suppliers of materials used in product assembly, companies that perform final assembly, distributors that distribute the goods

to retailers who, in turn, sell the finished products to end consumers.

A key aspect of the supply chain is the presence of numerous principal actors, all with a shared interest in the process; 1. Supplies; 2. Manufacturers; The third main player in the supply chain is the distributor; 4. Retail Outlet; 5. Customers.

Chain 1: Supplier. The network initiates from the source, which furnishes the initial material upon which the subsequent distribution chain is constructed. This inaugural material may take the form of raw materials, raw materials, auxiliary materials, merchandise, spare parts, and other items.

Chain 1-2-3: Supplier-Manufacturer-Distribution. Goods produced by manufacturers are now being distributed to customers. There are numerous methods of distributing goods to the customer base. However, the most common method is through distributors, a practice that is typically employed by the majority of supply chains.

Chain 1-2-3-4: Supplier-Manufactures-Distribution-Retail Outlet. In the majority of cases, wholesalers operate their own warehouse facilities or alternatively, they rent storage space from third parties. This warehouse is used to store goods prior to distribution to retailers. By redesigning the pattern of delivery of goods from the manufacturer to the retailer, it is possible to achieve savings in inventory and warehouse costs.

Chain 1-2-3-4-5: Supplier-Manufacturer-Distribution-Retail Outlet-Customer. Retailers, or those who sell goods directly to customers, buyers, or direct users of goods, are a crucial link in the supply chain. Outlets may include grocery stores, supermarkets, stalls, and other retail establishments.

Supply Chain Management (SCM) is a comprehensive software application designed to assist managers in procuring goods and services for their company while also maintaining optimal relationships with partners to ensure the consistent availability of products and services required by the company. SCM encompasses various functionalities, such as order delivery and processing, raw material procurement, order tracking, information dissemination, collaborative planning, performance measurement, after-sales service, and new product development. (Kadarisman et al., 2017)

Consequently, if the supply chain is defined as the physical network comprising the entities engaged in the sourcing, production, and distribution of raw materials and finished products to end users, SCM can be considered a method, toolset, or management approach.

### ***Development of SCM***

The genesis of the SCM concept can be traced to the accelerated pace of change in the business environment, driven by the rapid evolution of pivotal factors, including:

- a. The growing importance of consumer demands.
- b. The development of sophisticated telecommunications, information, transportation, and banking infrastructure has facilitated the emergence of novel models for material and product flow.
- c. The product life cycle is exceedingly brief, accompanied by fluctuations in the market environment.
- d. The increasing awareness among consumers of the importance of social and environmental aspects of life, which is leading to demands from this group for the manufacturing industry to incorporate environmentally friendly concepts at all stages of the product's lifecycle, starting with the design process and extending to production and distribution processes.

The term "supply chain" is defined as comprising three distinct components. 1. Upstream Supply Chain, This section encompasses the initial suppliers of the organization, which may be manufacturing or assembling companies. Additionally, it includes their respective suppliers, with whom a relationship has been established; 2. Internal Supply Chain, This section encompasses all the processes employed by the organization in transforming inputs provided by suppliers into outputs, commencing with the material's entry into the company and concluding with its distribution outside the company; 3. Downstream Supply Chain, This section encompasses all the procedures involved in delivering the product to the end consumer.

Supply Chain Management Activities: a. Forecasting customer demand; b. Creating production schedules; c. The establishment of a transportation network; d. Ordering replacement inventory from suppliers; e. Inventory Management: Raw Materials, Work-in-Progress, and Finished Goods; f. Running production; g. It is the responsibility of the logistics department to ensure the smooth transportation of resources to customers; h. Track the flow of materials, services, information, and financial resources from suppliers, within the company, and to customers.

### ***Benefit of SCM***

Should supply chain management (SCM) be implemented, it can confer benefits where consumers or product users constitute the primary target of the production process for each product manufactured by the company. The term "consumers" or "users" as used herein is intended, of course, to encompass those consumers who demonstrate long-term loyalty. In order to foster such loyalty, it is first necessary to ensure that consumers are satisfied with the services provided by the company. The greater the number of consumers who become partners with the company, the greater the company's revenue. This ensures that the products produced by the company will not be "wasted" for nothing, as consumers are interested.

Integrating the flow of products from the company to the final customer also entails reducing costs in the distribution channel. Human capital will undergo enhanced training and development, particularly in terms of knowledge and skills. This will enable the company to make optimal use of sophisticated technology, as demanded by SCM. As the number of loyal

consumers and product users continues to expand, this will result in increased profits for the company. Organizations that derive advantage from the distribution process of their products will ultimately become large and robust.

### ***Obstacle of SCM***

It appears that consumers are becoming increasingly spoiled by producers, as evidenced by the proliferation of diverse product types currently on the market. Additionally, it can be observed that companies are adopting a customer-focused (or, more precisely, a customer-oriented) strategy. This contrasts with the past practice of producers, which entailed segmenting consumers and implementing strategies accordingly. In the current context, however, consumers are experiencing a greater degree of customization, with products being tailored to the specific preferences of individual customers rather than to the general characteristics of a particular market segment. The proliferation of product types and the uncertainty regarding the exact number of units of each product type has resulted in a growing challenge for producers in meeting consumer expectations.

The reduction in the lifespan of a product has resulted in an increased challenge for companies attempting to organise the supply of goods, as the organisation of supply for a particular item requires a certain period of time. The product life cycle is defined as the duration of the product's presence in the marketplace. The rapid increase in demand can be attributed to the fact that customers are now expecting the fulfilment of requests to be expedited. Furthermore, requests are frequently spontaneous and non-standard, often requiring customisation.

The illustration demonstrates that the supply chain involves numerous stakeholders with divergent interests. This increases the difficulty and complexity of supply chain management. Globalization intensifies this complexity, given the involvement of parties across countries and geographical regions.

### ***Establishing SCM***

The construction of an optimal supply chain management system necessitates the consideration of five fundamental elements. The initial strategic process, planning, is of paramount importance. It is essential to conceptualize from the outset how to establish a benchmark to ascertain the level of efficiency, price, quality, and value to customers.

The subsequent stages of supply and manufacturing are also of critical importance. The selection of optimal suppliers and the establishment of benchmarks to maintain quality, commitment, receipt of goods, inspection, transfer to the factory, and payment are crucial. The determination of the steps required for manufacturing, inspection, packaging, and preparation for shipment is of critical importance. It is crucial that clear benchmarks be set on quality levels, production rates, and employee productivity. Delivery or logistics also merits attention. This includes the organisation of the receipt of orders from customers, the establishment of a warehousing network, and the selection of a freight forwarder to deliver the goods to the customer, as well as the resolution of payment issues. Finally, returns must be considered. This section addresses the issue of returning defective or overproduced goods from customers.

### ***Implementation SCM***

The implementation of supply chain management (SCM) at a time of economic crisis may prove beneficial, as this system has the capacity to oversee the circulation of goods or products within a supply chain. In this instance, the SCM model demonstrates how a network of production and distribution operations within a company can collaborate in order to align with consumer demands.

The utilization of SCM by companies in various industries in developing countries, including Indonesia, is currently still quite limited. The relationship between each sub-system involved is typically still isolated, which makes it challenging for these companies to compete in the free market. This can be observed in the distinct operations between the upstream and downstream sub-systems. This is due to the fact that many sub-systems are operated by entrepreneurs on a small scale, and thus lack the leverage to negotiate effectively.

In Indonesia, the system can be optimized through the implementation of solutions that address the inherent shortcomings. One potential avenue is the transformation of the isolated and separate structure into a vertical integration structure. This integration aims to integrate upstream and downstream sub-systems under one management decision. To this end, efforts are being undertaken to develop forms that can accommodate industry players from each sub-system. To further improve the system, steps can be taken to facilitate the development of SCM in Indonesia. Some potential avenues for improvement include:

Emphasis on development and maintenance efforts in the chain, namely the establishment of relationships between chains, with a focus on volume, quality, and distribution, depending on the specific shortcomings in the business field. This approach aims to form an integrated and interrelated pattern. It is essential to implement effective control measures for supply inventory in order to ensure cost efficiency. In this case, the supply quantity is adjusted to align with the number of products that can be sold, which helps to stabilize raw material inventory and prevent the accumulation of stock, thereby reducing storage costs. (Huntal Rim Danel Silalahi, 2018)

In the determination of the location and transport in the supply chain, the impact on inventory costs is calculated and considered. The resulting change in consumer sensitivity is therefore evaluated as necessary. The establishment of an

intermediate information system, the responsibility of which is to collect, process, store, and disseminate information to each stakeholder based on trust, will support the performance and productivity of each member of the chain.

In implementing SCM, it is also necessary to consider the factors that must be avoided in order to prevent hindrance to the system. These factors include: 1. Inadequate performance measurement; 2. The concept of customer service is not clearly defined, and there is no measure of delayed response in service; 3. Late and inaccurate delivery data status; 4. Inefficient information system; 5. The potential impact of uncertainty is overlooked; 6. The inventory policy is overly simplistic; 7. There is a lack of coordination between supply, production, and delivery activities; 8. Incomplete method analysis of delivery methods; 9. The definition of inventory cost is erroneous; 10. Communication constraints between organizations.

It is evident that the application of SCM in Indonesia is currently constrained by a number of factors. However, by identifying the obstacles to the system and implementing improvements, as well as adhering to the principles of Supply Chain Management, it is anticipated that industrial development in Indonesia will be enhanced. This is because the system has been tested in a number of developed countries in the industrial sector, and the lessons learned from these experiences can inform the development of SCM in Indonesia. The fundamental principle of this system is the coordination of chains, as well as the pursuit of optimal performance and mutual satisfaction between chains. Additionally, it is predicated on the establishment of trust within the chain.

### *Logistic & SCM*

In this case, logistics and supply chain management are inextricably linked, as the distribution and packing processes are essential for direct sourcing. (Tahira et al., 2020) Supply chain management (SCM) is the management of flows between and among stages of the supply chain to maximize the profitability of the entire supply chain. Since the 1980s, the term SCM has been widely used, although there is still some confusion surrounding its definition. The term "supply chain management" (SCM) has been defined by numerous parties as the integration of business processes from end users through initial suppliers, which provide products, services, and information that add value to the customer. (Mubarik et al., 2021)

Supply chain management (SCM) is a collection of approaches used to efficiently integrate suppliers, manufacturers, warehouses, and stores. This integration is intended to ensure the production and distribution of goods in the correct quantity, location, and time, with the objective of minimizing costs while satisfying service level requirements. SCM is the integration of activities in a supply chain with improved relationships, with the goal of achieving a sustainable competitive advantage.

SCM encompasses the management of flows between levels in a supply chain with the objective of maximizing total profit. In order to improve competitive and supply chain strategies, it is essential to ensure a strategic fit between customer priorities and value chain capabilities. This strategic fit is achieved by ensuring consistency between customer priorities that are expected to be met by competitive strategies and value chain capabilities that can be built with supply chain strategies.

The concept of strategic fit is achieved through a number of different factors, one of the most crucial being an in-depth knowledge of the supply chain capabilities. It is important for a company to be aware of the various types of supply chains that exist, with each one being designed for specific tasks. The company must therefore be able to ascertain how the supply chain in question has been correctly designed to meet the needs of its customers. (Espino-Rodríguez & Taha, 2022)

In the event that the supply chain and customer needs are not in alignment, a company may decide to reorganize the supply chain in order to align it with the competitive strategy or to change the competitive strategy.

The first step in establishing a strategic fit between competitive and supply chain strategies is to recognise and address the inherent uncertainty inherent in both customer bases and the supply chain. These uncertainties can be integrated and mapped on the uncertainty spectrum. Subsequently, the subsequent step in attaining a strategic fit between competitive and supply chain strategies is to comprehend the supply chain and map it on the reaction capability spectrum. Finally, the final step in attaining a strategic fit is to align the supply chain reaction capability with the uncertainty of demand and supply. The supply chain design and all functional strategies within the company must be aligned with the level of supply chain reaction capability. The scope of strategic fit encompasses the functions within the company and the appropriate steps that can be taken to identify the relationship between strategy and goals.

Consequently, the objective of supply chain management is to cultivate relationships that yield more favorable outcomes for all parties in the supply chain. This approach, however, presents significant challenges, as there may be instances when the narrow self-interest of a single party must be set aside in favor of the collective interests of the supply chain. Despite the pervasiveness of the term "supply chain management," it could be posited that a more accurate designation would be "demand chain management." This is due to the fact that the chain should be market-driven, rather than supplier-driven. Additionally, the word "chain" is not as appropriate in this context, as it implies a unidirectional structure. A more suitable term would be "network," as there is often a multiplicity of suppliers and customers involved.

In recent years, technology has developed rapidly in Indonesia. This technological development has resulted in numerous changes in all fields, including the transportation business. Many new transportation companies and business models have emerged, accompanied by new technologies and innovative approaches. The advent of new technological solutions has prompted many companies and business people to innovate in order to create more attractive business models with services that are no less impressive. One current technological development is the emergence of online motorbike taxi services.. Although the transportation industry has existed for a considerable period of time, its current state is arguably more

impressive when viewed in conjunction with other forms of transportation. Disruptive innovation is a necessity for all industries in the contemporary era. This is particularly evident in the online transportation industry, where disruptive innovation plays a pivotal role. In order to continue to grow, compete, and survive in the industry, disruptive innovation must be created.

This can be achieved through a number of avenues, including The creation of a new market can be achieved by capitalizing on opportunities that share a common basis in a specific area. For instance, Gojek's application facilitates the ordering of various needs that have previously been challenging to fulfill. One form of a company that has a focus on customers is to strive to always try to answer all the needs and dismiss customer concerns. Create and enhance the value of the user experience by offering the most competitive subsidies. Providing customers with certainty about competitive prices and tariffs is an additional value proposition offered by the company. To become a Local Champion first and then a National Champion. The objective is to address the needs of the surrounding community, initially in large cities to deal with congestion problems, but now not only in large cities, Gojek has also served people in small cities in Indonesia. (Ayu Aziah, 2018)

Given the dynamic nature of the industry, it is plausible that unexpected events can unfold. Even the most prominent market leaders, with their considerable capital, can be challenged by disruptive new entrants, offering solutions that better align with user needs. It is important to recognize that the concept of supply chain management, while relatively new, is essentially an extension of traditional logistics logic. Logistics management is primarily concerned with optimizing the flow of materials and information within an organization. In contrast, supply chain management recognizes that internal integration alone is not sufficient for achieving optimal efficiency and effectiveness.

## CONCLUSIONS

In the final analysis, all businesses compete through the implementation of superior customer value strategies and logistics processes provide the framework for the delivery of customer service. The term "customer service" is a multifaceted concept that is becoming increasingly important as a means of differentiating one's business from competitors in the marketplace. Given Indonesia's status as a country with a predominantly maritime economy, its sea transportation development policy is focused on enhancing the role of its national shipping fleet for both domestic and international transportation needs. Consequently, it is advisable for the sea highway development policy to continue to prioritize these considerations, thus mitigating any adverse consequences of the policy, not just in facilitating distribution, but in reducing the level of interregional inflationary pressures and alleviating the burden of exorbitant costs, which could otherwise have a detrimental effect on the high price of basic commodities in remote areas. In order to ensure the alignment and even distribution of transportation and logistics to the source of staples, it is necessary to consider the impact of various transportation modes, including sea, land, and air. The development of transportation, whether by sea, land, or air, will influence the distribution of goods and services, and thus the smooth functioning of the distribution chain.

## REFERENCES

- Attaran, M. (2020). Digital technology enablers and their implications for supply chain management. *Supply Chain Forum: An International Journal*, 21(3), 158–172. <https://doi.org/10.1080/16258312.2020.1751568>
- Ayu Aziah, P. R. (2018). *Analisis Perkembangan Industri Transportasi Online di Era Inovasi*.
- Chehbi-Gamoura, S., Derrouiche, R., Damand, D., & Barth, M. (2020). Insights from big Data Analytics in supply chain management: an all-inclusive literature review using the SCOR model. *Production Planning & Control*, 31(5), 355–382. <https://doi.org/10.1080/09537287.2019.1639839>
- Chopra, Sunil, Meindl, P. (2004). *Supply chain Management : Strategy, Planning, and Operations, 2nd edition*,. Prentice-Hall.
- Di Vaio, A., & Varriale, L. (2020). Blockchain technology in supply chain management for sustainable performance: Evidence from the airport industry. *International Journal of Information Management*, 52, 102014. <https://doi.org/10.1016/j.ijinfomgt.2019.09.010>
- Espino-Rodríguez, T. F., & Taha, M. G. (2022). Supplier innovativeness in supply chain integration and sustainable performance in the hotel industry. *International Journal of Hospitality Management*, 100, 103103. <https://doi.org/10.1016/j.ijhm.2021.103103>
- Huntal Rim Danel Silalahi, F. T. (2018). PENGARUH RASIO KEUANGAN DAN UKURAN PERUSAHAAN TERHADAP KONDISI KESULITAN KEUANGAN (FINANCIAL DISTRESS) PADA PERUSAHAAN SUBSEKTOR TRANSPORTASI YANG TERDAFTAR DI BURSA. *Telkom*.
- Kadarisman, M., Yuliantini, Y., & Majid, S. A. (2017). FORMULASI KEBIJAKAN SISTEM TRANSPORTASI LAUT. *JURNAL MANAJEMEN TRANSPORTASI DAN LOGISTIK*, 3(2), 161. <https://doi.org/10.25292/j.mtl.v3i2.101>

- Mubarik, M. S., Naghavi, N., Mubarik, M., Kusi-Sarpong, S., Khan, S. A., Zaman, S. I., & Kazmi, S. H. A. (2021). Resilience and cleaner production in industry 4.0: Role of supply chain mapping and visibility. *Journal of Cleaner Production*, 292, 126058. <https://doi.org/10.1016/j.jclepro.2021.126058>
- Ramandanti, S. K., Sumarni, W., & Sumarti, S. S. (2022). The Effect of Online Learning on Learning Interest and Concepts Understanding During the Covid-19 Pandemic. *Jurnal Pendidikan Kimia Indonesia*, 6(2), 162–170. <https://doi.org/10.23887/jpki.v6i2.49589>
- Sahara, S., Ladesi, V. K., Hadi, W., & Verawati, K. (2021). Ramp check examination evaluation of public transport business. *IOP Conference Series: Materials Science and Engineering*, 1098(2), 022069. <https://doi.org/10.1088/1757-899X/1098/2/022069>
- Sahara, S. (2022). *Analysis of Factors Causing Delay in Unloading Imported Goods*. <https://doi.org/10.2991/aer.k.220131.051>
- SAHARA, S., & Annas Ruli Pradana. (2021). OPTIMALISASI PENGGUNAAN FORKLIFT TERHADAP KELANCARAN PROSES BONGKAR STEEL COIL DI PT. DAISY MUTIARA SAMUDRA. *LOGISTIK*, 14(1), 57–68. <https://doi.org/10.21009/logistik.v14i1.20508>
- Sahara, S., & Jesica Silitonga, R. (2022). Optimalisasi Kegiatan Trucking di PT. Jasa Prima Logistik Bulog. *LOGISTIK*, 15(02), 120–134. <https://doi.org/10.21009/logistik.v15i02.26382>
- Thahira, A., Tjahjono, H. K., & Susanto, S. (2020). The Influence of Transactional Leadership on Organization Innovativeness (OI) Mediated by Organizational Learning Capability (OLC) in Medium Small Enterprise Kendari City. *Jurnal Manajemen Bisnis*, 11(1). <https://doi.org/10.18196/mb.11190>