

UNDERGRADUATE THESIS

**THE INFLUENCE OF SUPPLY CHAIN MANAGEMENT
TOWARDS OPERATIONAL PERFORMANCE
OF FOOD & BEVERAGE DEPARTMENT
AT THE LEGIAN SEMINYAK**



POLITEKNIK NEGERI BALI

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**TOURISM DEPARTMENT
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**This undergraduate thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Business Management Study Program
in Politeknik Negeri Bali**



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Writer

Enzi Anggita Gultom

ABSTRACT

Gultom, Enzi Anggita (2025). The Influence of Supply Chain Management Towards Operational Performance of Food & Beverage Department at The Legian Seminyak.

Thesis: Tourism Business Management, Tourism Department, Politeknik Negeri Bali

This research has been approved and examined by Supervisor I: Dr. Ni Nyoman Sri Astuti, SST.Par., M. Par and Supervisor II: Ni Putu Lianda Ayu Puspita, S.E. M.Tr.Par

Keywords: Supply Chain Management (SCM), Operational Performance, Hotel Industry, The Legian Seminyak

This study aims to analyze the influence of Supply Chain Management (SCM) on the Operational Performance of the Food & Beverage Department at The Legian Seminyak. The research adopts a quantitative approach using a survey method involving 40 respondents, selected through a saturated sampling technique, comprising employees of the Food & Beverage Product Department at The Legian Seminyak. Given the intensifying competition in Bali's post-pandemic hospitality landscape, optimizing internal operations particularly within food and beverage services is increasingly vital to maintaining service quality and customer satisfaction. The SCM variable was examined across three dimensions: strategic supplier partnerships, customer relationships, and information sharing. Statistical analysis revealed a significant and positive relationship between SCM and operational performance, with a Pearson correlation coefficient of 0.832 indicating a very strong association. The coefficient of determination (R^2) showed that SCM accounted for 69.3% of the variation in operational performance. These findings underscore the strategic importance of integrated supply chain systems in enhancing service efficiency, effectiveness, and productivity. The study offers practical implications for hotel management and practitioners, suggesting that strengthening supplier collaboration and leveraging customer feedback mechanisms are key to improving operational outcomes in food and beverage services.

ABSTRAK

Gultom, Enzi Anggita (2025). The Influence of Supply Chain Management Towards Operational Performance of Food & Beverage Department at The Legian Seminyak.

Skripsi: Management Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali

Penelitian ini telah disetujui dan diperiksa oleh Pembimbing I: Dr. Ni Nyoman Sri Astuti, SST.Par., M. Par dan Pembimbing II: Ni Putu Lianda Ayu Puspita, S.E. M.Tr.Par

Kata Kunci: Supply Chain Management (SCM), Operational Performance, Hotel Industry, The Legian Seminyak

Penelitian ini bertujuan untuk menganalisis pengaruh Manajemen Rantai Pasok (Supply Chain Management) terhadap kinerja operasional (Operational Performance) Departemen Food & Beverage di The Legian Seminyak. Penelitian menggunakan pendekatan kuantitatif dengan teknik survei kepada 40 responden yang dipilih dengan menggunakan sample jenuh, yaitu karyawan Food & Beverage Product Department di The Legian Seminyak. Di tengah intensitas persaingan industri perhotelan Bali pasca pandemi, optimalisasi operasi internal khususnya dalam layanan makanan dan minuman semakin krusial untuk menjaga kualitas layanan dan kepuasan pelanggan. Variabel SCM dianalisis melalui tiga dimensi utama: kemitraan strategis dengan pemasok, hubungan dengan pelanggan, dan berbagi informasi. Hasil analisis statistik menunjukkan adanya hubungan yang signifikan dan positif antara SCM dan kinerja operasional, dengan koefisien korelasi Pearson sebesar 0,832 yang mencerminkan asosiasi yang sangat kuat. Koefisien determinasi (R^2) sebesar 69,3% mengindikasikan bahwa SCM mampu menjelaskan sebagian besar variasi dalam kinerja operasional. Temuan ini menekankan pentingnya sistem manajemen rantai pasok yang terintegrasi dalam meningkatkan efisiensi layanan, efektivitas, dan produktivitas. Penelitian ini menawarkan implikasi praktis bagi manajemen hotel dan para praktisi, dengan menyoroti bahwa memperkuat kolaborasi dengan pemasok serta memanfaatkan umpan balik pelanggan secara optimal merupakan kunci dalam meningkatkan hasil operasional layanan makanan dan minuman.

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CHAPTER I

INTRODUCTION

1.1 Research Background

A hotel is a type of accommodation business that offers lodging services to the general public. Beyond providing a place to stay, hotels often include additional amenities such as food and beverage services, room service, and laundry facilities to ensuring that guests have a comfortable and convenient experience throughout their stay (Nurnawati and Ardyusmarryya, 2017). The Legian Seminyak is one of the hotels in Bali, located in the Seminyak area precisely on Jalan Kayu Ayu Aya, Seminyak, Bali. In Seminyak there are many restaurants, beach clubs, and spas that can be found, this makes The Legian Seminyak is in a very strategic area. The hospitality industry in Bali has experienced rapid growth following the pandemic, with the number of hotels reaching 4,154 units in 2024, making Bali the province with the largest number of hotels in Indonesia. Badung Regency, where The Legian Seminyak is located, hosts 85 five-star hotels, highlighting a high level of competition and increasingly stringent demands on service quality. In this context, operational efficiency becomes a key factor in maintaining competitiveness, particularly within the Food & Beverage department, which plays a direct role in shaping the guest experience.

The Food & Beverage (F&B) department faces a high level of operational complexity, encompassing raw material procurement, storage, processing, and the delivery of food and beverages. To ensure these processes run smoothly, Supply Chain Management (SCM) serves as a strategic system that integrates various

activities across sections and departments, including the Finance Department and the F&B Department itself. An effective SCM system enhances service speed, inventory accuracy, and cost efficiency, which ultimately has a direct impact on the operational performance of the F&B department.

Supply Chain Management (SCM) involves overseeing a series of interconnected steps from sourcing raw materials, transforming them into components and products, to finally delivering the finished goods to customers through an organized distribution network. It's all about making sure everything flows smoothly so the right products reach the right people at the right time (Hayati, 2014). The company in implementing Supply Chain Management (SCM) aims to improve competitiveness which is realized in improving operational performance (Rahadi, 2012).

The Food and Beverage department holds significant value in enhancing a hotel's profitability by increasing sales of food products, providing excellent service in accordance with established service standards, and also maintaining or improving the hotel's reputation (Noviastuti & Astuti, 2021).

The Finance Department plays a crucial role in Supply Chain Management (SCM), particularly in budget control, invoice verification, and reporting procurement costs. When purchasing and receiving processes are not well-coordinated from a financial perspective, it can lead to waste, delays, or mismatches in raw materials, all of which negatively impact the quality of F&B products. Therefore, integration between Finance and SCM serves as a vital

foundation for maintaining the efficiency and effectiveness of F&B operational performance.

Based on observations conducted, there are several problems in the procurement of goods carried out by purchasing and checking goods by the receiving department which do not apply Supply Chain Management. One of these problems is the lack of attention to the stock of food and beverage ingredients that are still available or that must be ordered again. So double orders often occur and the receipt of goods that are not in accordance with the order. Another thing that also often happens is the lack of clear communication between purchasing, receiving, and also suppliers so that users (other departments) often use alternative materials or other tools in processing food and beverage ingredients. This will certainly be very problematic in the processing of food and beverages that will be consumed by guests. From this description, it can affect services to guests at The Legian Seminyak and become an important topic for research, so that it becomes a research problem formulation with the title "The Influence of Supply Chain Management Towards Operational Performance of Food & Beverage at The Legian Seminyak".

1.2 Research Question

Based on the above background, this research aims:

1. How is the implementation of Supply Chain Management on Food & Beverage at The Legian Seminyak?
2. How is the influence of Supply Chain Management Towards Operational Performance of Food & Beverage Department at The Legian Seminyak?

1.3 Research Objectives

Based on the background and problem formulation above, this study aims:

1. To identify the implementation of Supply Chain Management on Food & Beverage at The Legian Seminyak.
2. To analyze the influence of Supply Chain Management towards operational performance of Food & Beverage Department at The Legian Seminyak.

1.4 Research Significance

The benefits of the research consist of theoretical benefits and practical benefits with the following description:

1.4.1 Theoretical Benefits

The theoretical benefit is to understand the application of supply chain management to improve service quality. The implementation of supply chain management can have a positive impact not only on improving service quality but also have a positive impact on the development and progress of a company.

1.4.2 Practical Benefits

1. For Politeknik Negeri Bali

It is hoped that this research can be used as a reference by the next generation at Politeknik Negeri Bali who conduct similar research.

2. For Writers

It is hoped that the results of this study will be useful to provide an overview of the role of supply chain management on food & beverage towards operational performance at The Legian Seminyak Bali and as valuable experience for

researchers in implementing the knowledge that has been obtained and poured into a scientific research activity.

3. For the Company

It is hoped that the results of this study can be used as a consideration for the hotel in making plans and policies for the role of supply chain management on food & beverage towards operational performance at The Legian Seminyak.

1.5 Limitation and Scope of Research

The topic of research on the application of supply chain management to operational performance is very broad. Therefore, it is necessary to limit the problem to focus on this research so that it has scope. This research has scope and research limitations, namely:

1. The variables in this study are Supply Chain Management and Operational Performance.
2. This research took informants from The Legian Seminyak
3. This study focuses on food & beverage product in food & beverage department

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CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

Based on the research findings and discussion in the previous chapter, it can be concluded that the results of this study are the same as the research hypothesis which states that Supply Chain Management (X) has a significant influence on Operational Performance (Y). In partially, supply chain management variable (X) has a significant value of 0.00. This means that the significant value of the supply chain management variable (X) is less than 0.05. It can be concluded that the hypothesis (H_1) is accepted. Therefore, the implementation of supply chain management influences operational performance in the food & beverage product department at The Legian Seminyak Bali. The t-value of supply chain management is greater than the t-table value ($9.253 > 1.686$). This indicates that supply chain management has a significant influence on operational performance. R Square value of 0.693 indicates that supply chain management explains 69.3% of the variation in operational performance.

Based on the results of the descriptive analysis, all dimensions of supply chain management have shown high scores, with percentages exceeding 80%. However, there is still one dimension with indicators scoring below 80%, namely “the hotel involves suppliers in the strategic planning process for food and beverage procurement” in strategic supplier partnership dimension. On the other hand, the dimension that received the highest and most prominent score is customer relationship with the indicator “Hotels have mechanisms in place to listen and

respond to customer needs in setting service standards”, as customer reviews play a crucial role in influencing the supply of food and beverages as well as the overall implementation of supply chain management.

5.2 Suggestion

Overall, all dimensions of supply chain management have received fairly good scores. However, the dimension of strategic supplier partnership has the lowest indicator score which is “the hotel involves suppliers in the strategic planning process for food and beverage procurement”, indicating that supplier involvement in strategic planning is still not optimal. The Legian Seminyak holds meetings with its suppliers twice a year to discuss strategic plans for food and beverage procurement. However, these meetings are not conducted regularly. As this indicator received the lowest score among those within the strategic supplier partnership dimension, it is recommended that such meetings be held routinely. Regular engagement can help strengthen the relationship between the hotel and its suppliers, enabling discussions around demand forecasting, long-term partnerships, and the needs of all parties involved.

Therefore, it is recommended that the hotel holds regular meetings with key suppliers to discuss needs, demand trends, and long-term procurement strategies. In addition, implementing strategic partnership systems such as long-term contracts or performance-based agreements can enhance trust and commitment from both parties. Lastly, joint training sessions or workshops between the hotel’s procurement team and suppliers can strengthen mutual understanding of quality standards and the hotel’s strategic objectives.

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