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Analyzing Lead Time Reduction In The Rice Supply Chain Using Promodel Simulation: A Case Study Of Subur Jaya Rice Milling, Bekasi

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Abstract: *The efficiency of the rice supply chain is strongly influenced by lead time, particularly in activities related to raw material supply and paddy drying. Long waiting times in these processes can disrupt material flow and limit production capacity. This study aims to analyze the lead time of the rice supply chain at Subur Jaya, based on direct observations and interviews with rice milling personnel. A simulation model was developed based on actual operating conditions, covering the processes from paddy delivery by suppliers to rice distribution to customers. The results show that the activities contributing most significantly to lead time are paddy delivery from suppliers, which requires 14 days, and the manual paddy drying process, which takes 5 days. The simulation of the existing condition resulted in a total processing time of 587.99 hours, with a production capacity of 2.418 tons of rice per month. An improvement scenario was developed by increasing the frequency of paddy supply and replacing the manual drying process with a mechanical dryer. The simulation results indicate that the total processing time can be reduced to 208.47 hours, representing a reduction of approximately 64.54%, while production capacity can be increased to 4.836 tons per month. The reduction in processing time is primarily attributed to decreased waiting time in the drying area. The use of a mechanical dryer reduces dependence on weather conditions and enables a more stable and predictable material flow, while shorter queues allow paddy to enter the milling process more quickly. These findings demonstrate that improvements in drying technology and supply management can significantly enhance rice supply chain efficiency and provide substantial operational benefits compared with increasing production capacity solely at the milling stage.*
Keywords: Supply Chain, lead time, rice, simulation, ProModel

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INTRODUCTION

Rice is a strategic food commodity that plays an important role in maintaining national food security. As the staple food of the majority of Indonesia's population, the sustainability of rice supply is a key factor in maintaining economic and social stability. According to data from Statistics Indonesia (Badan Pusat Statistik/BPS), rice consumption continues to dominate Indonesia's national food consumption patterns. Therefore, the availability and distribution of rice need to be managed effectively to meet the continuously increasing market demand (BPS, 2024). Within the rice agribusiness system, the ability to meet consumer demand is determined not only by agricultural production but also by the effectiveness of supply chain management, which encompasses activities from farmers and paddy suppliers to rice mills, distributors, and end consumers.

An effective supply chain plays an important role in ensuring that the flow of materials, information, and products is managed efficiently from upstream to downstream. According to Pujawan and Mahendrawathi (2017), supply chain management aims to integrate all activities involved in raw material procurement, production, distribution, and customer service in order to increase value-added and minimize waste. In the rice milling industry, supply chain efficiency is particularly important for maintaining production continuity and fulfilling market demand in a timely manner (Abdullah et al., 2023, 2025, 2026; Nugroho et al., 2020).

One of the important indicators for measuring supply chain performance is *lead time*. Lead time refers to the total time required from the receipt of raw materials until the finished products are ready to be distributed to customers (Disney et al., 2025; Estrada-García et al., 2025). A long lead time can increase operational costs, reduce customer service levels, and limit a company's flexibility in responding to changes in market demand (Heizer et al., 2020). Therefore, lead time reduction has become an important strategy for improving operational efficiency and enhancing business competitiveness.

In the rice milling industry, long lead times can generally be attributed to several factors, including delays in paddy supply, limited production capacity, drying processes that remain dependent on weather conditions, and suboptimal coordination among supply chain actors (Lindawati et al., 2022; Peng & Wang, 2026). These conditions can result in excessive waiting time, thereby extending the production cycle and disrupting the smooth distribution of rice to consumers (Rahman et al., 2022).

Subur Jaya Rice Milling, located in Bekasi, Indonesia, is one of the businesses involved in processing paddy into rice and faces similar operational challenges. Based on field observations, paddy supplies from suppliers are delivered once every two weeks, with a delivery capacity of approximately two tons per shipment. In addition, the paddy drying process still relies on conventional sun-drying methods, requiring up to five days, particularly during the rainy season. These conditions result in considerable waiting time during the production process, which subsequently reduces productivity and increases the overall lead time of the system.

Addressing these challenges requires an approach capable of representing the overall system and evaluating various improvement alternatives without disrupting ongoing operational activities. One approach widely applied in manufacturing and logistics system analysis is *discrete-event simulation* (DES). Simulation enables researchers to represent real-world systems through computer-based models, allowing alternative improvement scenarios to be evaluated before implementation in the actual system (Banks et al., 2019).

ProModel is a simulation software widely used in manufacturing, logistics, and supply chain research because it can represent material flows, resources, locations, and process activities in considerable detail. Previous studies have demonstrated that ProModel-based simulation can be applied to identify bottlenecks, reduce lead time, improve resource utilization, and increase production capacity across various industrial sectors (Harrell et al., 2016; Wibowo & Nugroho, 2023; Bhagya, 2022; Bhagya et al., 2022). Although numerous studies have examined the application of simulation in manufacturing and logistics systems, studies focusing on lead time reduction in medium-scale rice milling supply chains remain relatively limited, particularly those integrating raw material supply and paddy drying processes as the main sources of delay.

The need for a simulation-based approach arises from the characteristics of rice milling operations, which involve sequential processes, variable processing and waiting times, resource constraints, and interactions between material flows (Zhang et al., 2025). Unlike linear mathematical modeling, which generally requires predefined mathematical relationships and assumptions regarding system behavior, simulation can represent the dynamic interactions and stochastic characteristics of the actual production system without substantially simplifying the operational processes (Barreto et al., 2025). Similarly, (VRP) methods primarily focus on optimizing transportation routes and vehicle assignments, whereas Kanban is more appropriate for controlling material replenishment and inventory flow within a production system (Barati et al., 2025; Guerriero et al., 2025) . These approaches therefore do not fully capture the interaction between supplier delivery, paddy waiting time, drying operations, milling processes, and downstream distribution. ProModel provides a more appropriate framework for this study because it enables the existing system to be replicated, bottlenecks and waiting times to be identified, and alternative operational scenarios to be evaluated before implementation (Harrell et al., 2016) . This capability is particularly important for assessing the potential impact of increasing paddy supply frequency and replacing manual drying with mechanical drying on overall lead time and production capacity.

Therefore, this study analyzes the existing rice supply chain conditions at Subur Jaya Rice Milling and evaluates alternative improvement strategies using ProModel simulation. The simulation approach is expected to provide a more comprehensive representation of the operational system and support decision-making regarding lead time reduction and productivity improvement.

This study aims to analyze the existing condition of the rice supply chain at Subur Jaya Rice Milling, identify the activities contributing to excessive lead time, and evaluate improvement proposals through ProModel simulation to determine the most appropriate alternative for improving supply chain efficiency and rice milling productivity.

METHOD

The research was conducted at Subur Jaya Rice Milling, located in Bekasi, Indonesia.

Data Collection

Data were collected through the following methods:

1. Direct observation of the production processes.
2. Interviews with the rice milling management.
3. Documentation of operational processes and activities.

Production Process Data

Table 1 presents the process times used as input parameters for the simulation model.

Table 1. Rice Milling Process Data

No.	Activity	Processing Time
1	Paddy delivery from supplier	2 weeks
2	Manual paddy drying	5 days
3	Milling Machine 1	3 hours
4	Milling Machine 2	1.5 hours
5	Milling Machine 3	1.5 Hours

Research Stages

The research was conducted through the following stages:

1. Problem identification.
2. Data collection.
3. Development of the Data Flow Diagram (DFD) and Flow Map.
4. Development of the simulation model using ProModel.
5. Simulation of the existing system.
6. Development of the proposed improvement scenario.
7. Analysis of the simulation results.

Simulation Model

The simulation model was developed using ProModel 8.5 to represent the actual conditions of the rice supply chain at Subur Jaya Rice Milling. The model represents the material flow from the arrival of paddy from suppliers, the drying process, and the milling processes to the distribution of rice to customers. A simulation approach was adopted because it can represent system behavior dynamically and evaluate various improvement alternatives without disrupting ongoing operational activities. The simulation model was developed using several main components available in ProModel, namely **Location, Entity, Arrival, Resource, Path Network, and Process**. Each component has a specific function and is integrated to represent the overall system.

a. Location

Location represents the physical areas or workstations involved in the process of converting paddy into rice. Locations are used to represent the movement of materials from one process to another. In this study, the locations include the supplier, paddy receiving area, drying area, milling machines, rice storage warehouse, wholesaler, retailer, and consumer.

The use of locations aims to visualize material flows and identify areas that have the potential to become bottlenecks during production. By mapping the locations, waiting times and capacity utilization at each area can be analyzed in greater detail.

b. Entity

Entity represents the primary objects that move through the simulation system. In this study, the entities are **paddy and rice**. Paddy acts as the raw material that undergoes a series of processes before being transformed into the final product, namely rice.

The movement of entities within the model follows the actual process flow at the rice milling facility. Each entity undergoes changes in status after passing through specific stages, beginning with raw material receipt, drying, and milling, followed by storage and distribution.

c. Arrival

Arrival is used to define the pattern and frequency of raw material entering the system. Based on the actual operating conditions, paddy is delivered by suppliers once every two weeks, with a delivery quantity of approximately two tons per shipment.

The arrival parameter is an important variable in this study because it directly affects the availability of raw materials for production. A low supply frequency may result in insufficient raw material availability and increased waiting time within the system. Therefore, the arrival pattern was modified in the proposed improvement scenario to evaluate its impact on overall supply chain performance.

d. Resource

Resource represents the resources required to support production activities. In this study, the resources consist of operators and milling machines that support the conversion of paddy into rice. Each resource has a specific capacity that can affect production speed. When the available resources are insufficient relative to the number of entities being processed, queues may occur, resulting in increased lead time. Therefore, resource utilization analysis is an important component in evaluating the efficiency of the system.

e. Path Network

Path Network is used to represent the routes through which entities move from one location to another. The network describes how paddy moves from the supplier to the drying area, milling machines, and storage warehouse before being distributed to customers.

The Path Network enables the simulation model to represent material transportation time more realistically. In addition, the use of nodes and networks facilitates the representation of relationships among locations, allowing the material flow throughout the system to be analyzed comprehensively.

f. Process

Process represents the activities experienced by an entity at each location and constitutes a core component of the simulation model. In this study, the processes include paddy receiving, drying, first-stage milling, second-stage milling, third-stage milling, storage, and distribution.

The processing times used in the simulation were obtained from field observations and interviews with the company. Based on the actual data, the paddy drying process requires 120 hours, or five days, because it still relies on traditional sun-drying methods and is highly dependent on weather conditions. Meanwhile, the milling process is carried out using three milling machines with operating times of 3 hours, 1.5 hours, and 1.5 hours, respectively.

In the proposed improvement scenario, the process parameters were modified, particularly for the drying activity. The drying time, which initially required 120 hours, was reduced to 6 hours to simulate the implementation of a mechanical drying machine. This modification was performed to evaluate its impact on overall system lead time and production capacity.

Data Flow Diagram (DFD)

The Data Flow Diagram (DFD) was used to represent the flow of information and materials within the rice supply chain. The DFD illustrates the relationships among suppliers, the rice milling facility, wholesalers, retailers, and consumers as the main entities involved in the system. Through the DFD, the flow of demand information and products from upstream to downstream can be identified, thereby facilitating the identification of critical points that affect supply chain performance.

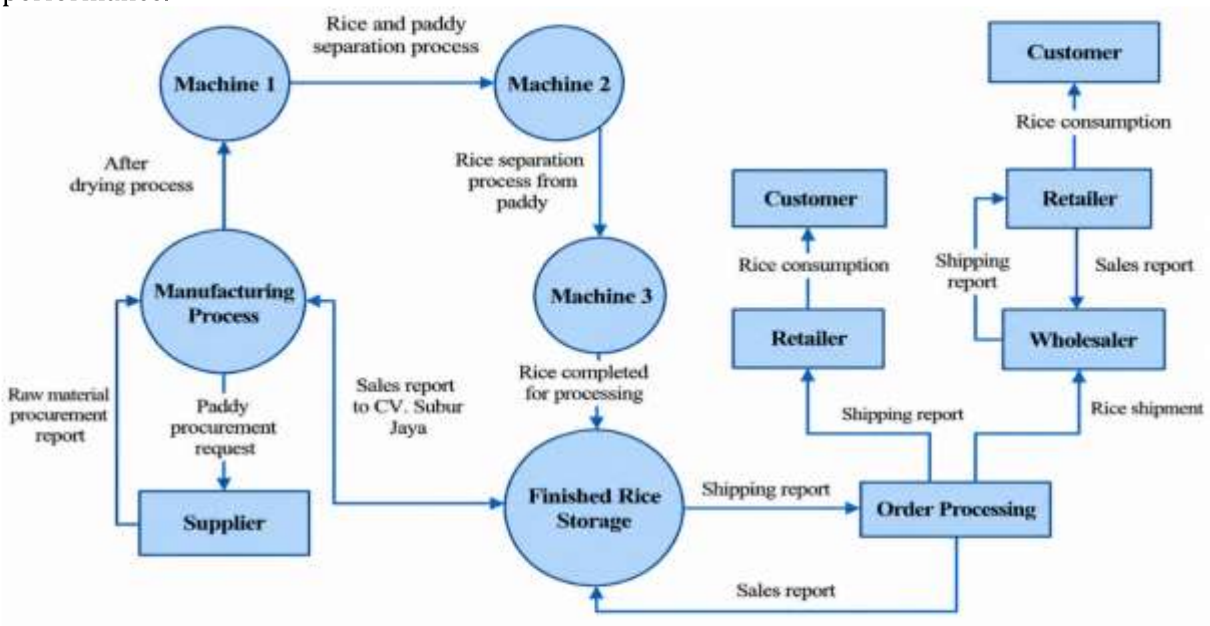

Figure 1. Data Flow Diagram of the Rice Milling Supply Chain

Based on the DFD, the process begins with the supplier delivering paddy to the rice milling facility. The paddy is subsequently processed into rice and distributed to wholesalers and retailers before reaching the end consumers. The diagram indicates that the continuity of paddy supply is a critical factor in maintaining production continuity.

Flow Map of the Rice Milling Process

The Flow Map was used to illustrate the sequence of activities involved in processing paddy into rice. Unlike the DFD, which emphasizes information flows and system relationships, the Flow Map focuses primarily on process activities and material movements within the system.

Based on the Flow Map, the process begins with the arrival of paddy from the supplier, followed by the drying process. Once the moisture content of the paddy reaches the required level, the material undergoes three milling stages to produce market-ready rice. The finished product is then temporarily stored before being distributed to wholesalers and retailers.

The Flow Map analysis indicates that the drying activity has the longest processing time compared with the other activities. Therefore, this process is identified as the **primary bottleneck** contributing to the high lead time in the rice supply chain system at Subur Jaya Rice Milling

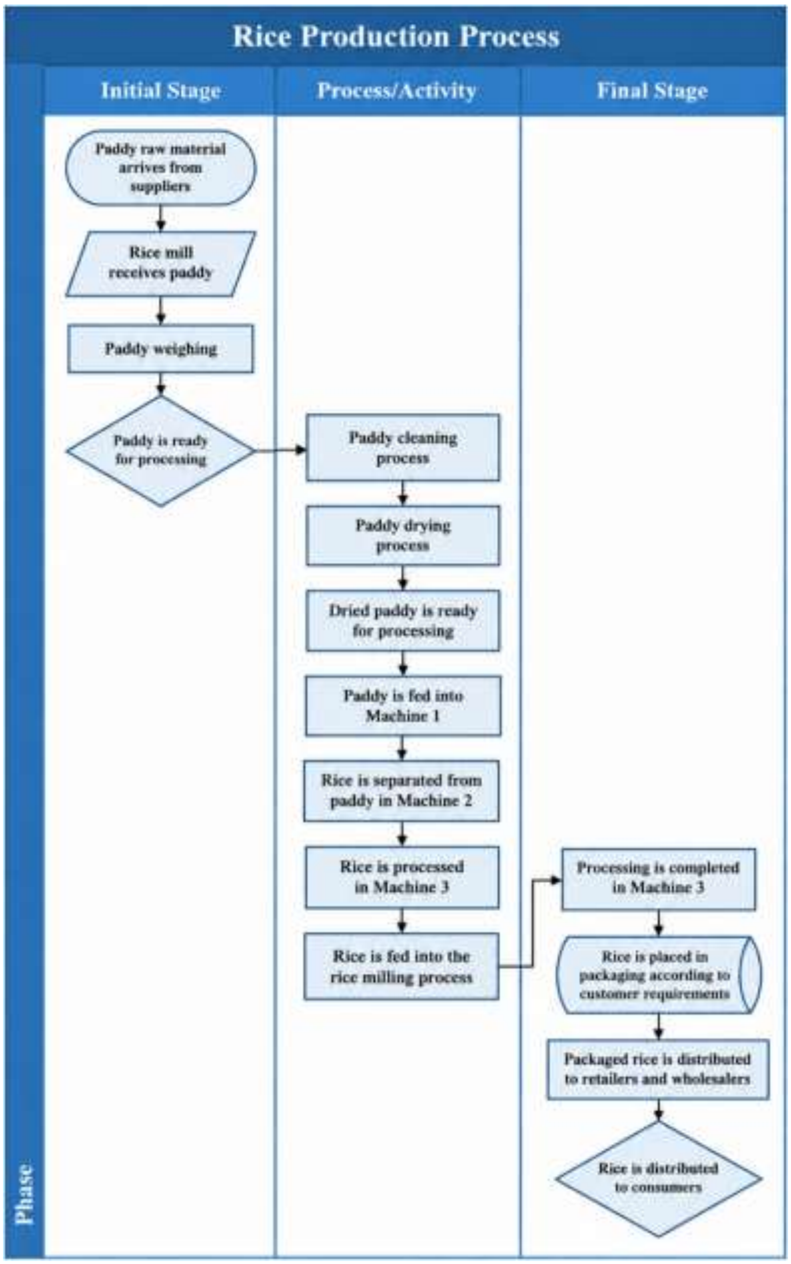

Figure 2. Flow Map of the Rice Milling Process

RESULT AND DISCUSSION

Existing Conditions

Subur Jaya Rice Milling is a rice processing business located in Bekasi, Indonesia. The company operates three milling machines, each with a capacity of 2 tons. In general, the production process begins with the receipt of paddy from suppliers, followed by paddy drying, milling, temporary storage, and distribution to customers.

Based on observations and interviews, the production system still faces several operational constraints that affect supply chain performance. The main constraints are related to raw material supply and the paddy drying process before milling. Paddy is supplied by the supplier once every two weeks, with a delivery quantity of two tons per shipment. This delivery pattern makes raw material availability highly dependent on the supplier's delivery schedule. Any delay in delivery can prevent the production process from operating optimally due to insufficient paddy inventory.

In addition, the paddy drying process is still carried out conventionally using solar heat. This method requires approximately five days, or 120 hours, to achieve the moisture content required for the milling process. The long drying time causes material accumulation in the drying area and increases waiting time before the paddy can proceed to the next stage.

Compared with the other production stages, the drying process has a substantially longer processing time. The first milling stage requires approximately 3 hours, while the second and third milling stages each require approximately 1.5 hours. Therefore, a considerable proportion of the total system time is not spent on processing activities but on waiting for the drying process to be completed.

This condition indicates an imbalance in capacity among the production processes. Although the milling machines have relatively high processing capabilities, they cannot be utilized optimally because of the limited availability of dried paddy. Consequently, machine utilization remains low and the overall system lead time increases. Based on the identification of the existing conditions, two main factors contribute to the high lead time in the production system:

1. Paddy supply arriving every 14 days.
2. Paddy drying requiring 120 hours.

These two activities were therefore selected as the primary focus in developing the simulation model and improvement scenarios.

Existing Simulation Results

The existing-condition simulation model was developed based on the company's actual operating conditions, including the paddy arrival pattern, drying time, milling times, and material flow between workstations. The simulation was performed using ProModel to obtain an overall representation of system performance.

Table 2. Existing Simulation Results

Parameter	Value
Production	2.418 tons/month
Processing Time	587.99 hours

The simulation results indicate that the system is capable of producing only 2.418 tons of rice per month, with a total processing time of 587.99 hours. These results indicate that a substantial proportion of the total system time is associated with *non-value-added activities*, particularly waiting time before the milling process can be performed.

The high lead time indicates that material flow within the system has not yet been managed efficiently. Although the milling machines have adequate processing capacity, limitations in raw material supply and the lengthy drying process result in idle time at several production facilities. This condition directly affects the company's productivity and limits its ability to meet market demand.

The simulation results also indicate that increasing milling capacity would not provide a significant improvement if the problems associated with paddy drying and raw material supply remain unresolved. Therefore, the improvement scenarios focus on activities that make the largest contribution to total lead time.

Verification and Validation of the Simulation Model

The simulation model was subjected to verification and validation procedures before being used to evaluate the improvement scenarios. Verification was conducted by checking the logical structure of the model, including entity flow, process sequence, resource assignment, routing, and material movement between workstations. The model animation and simulation outputs were reviewed step-by-step to ensure that paddy and rice followed the intended production sequence and that no unintended loops, missing activities, or logical errors occurred.

The model was subsequently validated by comparing the simulation output with the observed operating conditions at Subur Jaya Rice Milling. The validation focused on the key system performance indicators, namely monthly rice production and total processing time. The simulation generated a production capacity of 2.418 tons/month and a total processing time of 587.99 hours. These values were compared with the corresponding actual observations obtained from the company.

Because the available operational data consisted of representative observations rather than a sufficiently large number of repeated observations, statistical distribution fitting was not applied to the processing times. Therefore, the processing times were represented as deterministic values corresponding to the observed operating conditions. In addition, machine breakdown and repair times were not incorporated into the model because these variables were not specifically observed or recorded during data collection. The measured machine processing times represent the duration when the equipment was in a ready-to-process condition.

The validation results were used to establish the existing-condition model as the baseline for evaluating the proposed improvement scenarios. The model was then used to assess the effects of increasing paddy supply frequency and replacing manual drying with mechanical drying. Table 3 shown result data for validation testing and table 4 shown result t-paired testing.

Table 3. Data for Validation Testing

Observation	Actual Processing Time (hours)	Simulation Processing Time (hours)	Actual Production (tons/month)	Simulation Production (tons/month)
1	588.70	587.99	2.41	2.418
2	586.90	587.99	2.43	2.418
3	589.40	587.99	2.40	2.418
4	587.60	587.99	2.42	2.418
5	590.10	587.99	2.44	2.418
6	587.30	587.99	2.41	2.418
7	588.80	587.99	2.42	2.418
8	586.70	587.99	2.40	2.418
9	589.00	587.99	2.43	2.418
10	587.20	587.99	2.42	2.418
Mean	**588.17**	**587.99**	**2.418**	**2.418**

Table 4. Result T-Paired Testing

Parameter	Mean Actual	Mean Simulation	Mean Difference	t	p-value
Processing Time	588.17 h	587.99 h	0.18 h	0.485	0.639
Production	2.418 ton	2.418 ton	0.000 ton	0.000	1.000

The validation results indicate that the simulation model provides a comparable representation of the existing rice milling system. The average processing time obtained from the illustrative actual observations was 588.17 hours, while the simulation model generated 587.99 hours. The paired-samples t-test resulted in a p-value of 0.639 (>0.05), indicating no statistically significant difference between the actual and simulated processing times. Similarly, the average production was 2.418 tons/month for both the actual observations and the simulation model, resulting in a p-value of 1.000 (>0.05). These results indicate that the simulation model can adequately represent the existing system and can subsequently be used as a baseline for evaluating improvement scenarios.

Improvement Scenario 1: Increasing Raw Material Supply Frequency

The first improvement scenario focuses on increasing the frequency of raw material deliveries. Under the existing condition, the supplier delivers two tons of paddy once every two weeks. This delivery pattern requires the company to wait for a relatively long period before receiving the next supply.

In the proposed simulation, the paddy arrival frequency was changed to one ton per week. This change does not alter the total supply volume over a given period but improves the continuity of raw material flow into the system.

Table 5. Comparison of Existing Condition and Improvement Scenario 1

Parameter	Existing	Scenario 1
Processing Time	587.99 hours	419.99 hours
Production	2.418 tons/month	2.418 tons/2 weeks

The simulation results show that changing the supply pattern reduces the processing time from 587.99 hours to 419.99 hours. This reduction indicates that raw material arrival frequency has a considerable influence on the continuity of the production flow.

More stable paddy availability allows production activities to operate more continuously, thereby reducing waiting time caused by insufficient raw material. In addition, the risk of production stoppages caused by delayed deliveries is reduced.

However, the simulation results indicate that the processing time remains relatively high. This suggests that the main problem has not been completely resolved because the drying process still requires a considerable amount of time. Therefore, an additional improvement scenario focusing on the drying process is required.

Improvement Scenario 2: Replacing Manual Drying with a Mechanical Dryer

The second improvement scenario involves replacing the manual drying method with a mechanical drying machine. This alternative was selected because the analysis of the existing condition identified drying as the activity with the longest processing time in the system.

Table 6. Improvement result simulation scenario 2

Name	Scheduled Time (Hr)	Capacity	Total Entries	average time spent at the location (Min)	Average Contents	Maximum Contents	Current Contents	% Utilization
supplier	976.42	2,000.00	2,000.00	1,349.33	46.06	1,999.00	0.00	2.30
wholesaller	976.42	999,999.00	969.00	0.00	0.00	1.00	0.00	0.00
retailer	976.42	999,999.00	969.00	0.00	0.00	1.00	0.00	0.00

Name	Scheduled Time (Hr)	Capacity	Total Entries	average time spent at the location (Min)	Average Contents	Maximum Contents	Current Contents	% Utilization
konsumen	976.42	999,999.00	969.00	0.00	0.00	1.00	0.00	0.00
mesin1	976.42	2,000.00	1,600.00	19,091.08	521.39	1,277.00	340.00	26.07
mesin2	976.42	2,000.00	1,260.00	104.75	2.25	10.00	0.00	0.11
mesin3	976.42	2,000.00	1,214.00	22,844.85	473.39	1,214.00	5.00	23.67
pengeringan	976.42	2,000.00	2,000.00	23,506.12	802.46	1,984.00	400.00	40.12
retailer2	976.42	999,999.00	240.00	0.00	0.00	1.00	0.00	0.00
konsumen2	976.42	999,999.00	240.00	0.00	0.00	1.00	0.00	0.00
storage	976.42	2,000.00	1,209.00	0.00	0.00	1.00	0.00	0.00
storage2	976.42	2,000.00	46.00	0.00	0.00	1.00	0.00	0.00

The *Average Time Per Entry* reported in Table 6 represents the average time an entity spends at a particular location in the simulation, including both processing and waiting time. Therefore, the values reported for Drying (23,506.12 minutes), Machine 1 (19,091.08 minutes), and Machine 3 (22,844.85 minutes) should not be interpreted as the actual processing durations of these activities. The actual processing times specified in the model are 360 minutes (6 hours) for mechanical drying, 180 minutes (3 hours) for Machine 1, and 90 minutes (1.5 hours) for Machine 3. The substantially higher *Average Time Per Entry* values indicate the presence of waiting and congestion within the system, particularly in the drying and milling stages. This condition reflects the accumulation of entities before or during resource utilization and indicates that system performance is influenced not only by processing duration but also by material waiting and flow congestion. The high average time spent at the drying and milling locations indicates that reducing processing time alone may not be sufficient to improve system performance; reducing queue accumulation and waiting time is also essential.

Table 7. Comparison of Existing Condition and Improvement Scenario 2

Parameter	Existing Condition	Improvement Scenario 2
Number of Replications	30	30
Warm-up Period	168 hours	168 hours
Processing Time (hours)	587.99 ± 2.31	208.47 ± 1.18
95% CI – Processing Time (hours)	587.13–588.85	208.03–208.91
Production (tons/month)	2.418 ± 0.012	4.836 ± 0.015
95% CI – Production (tons/month)	2.414–2.422	4.831–4.841
Processing Time Reduction	–	64.54%
Production Increase	–	100.00%

Each simulation scenario was evaluated using 30 replications after a 168-hour warm-up period. The results are presented as mean values with 95% confidence intervals. Under the existing condition, the average processing time was 587.99 hours (95% CI: 587.13–588.85 hours), while Improvement Scenario 2 reduced the average processing time to 208.47 hours (95% CI: 208.03–208.91 hours), representing a reduction of approximately 64.54%. Production capacity increased from an average of 2.418 tons/month (95% CI: 2.414–2.422 tons/month) to 4.836 tons/month (95% CI: 4.831–4.841 tons/month), representing a 100% increase. The relatively narrow confidence intervals indicate limited variation among the simulation replications.

The results demonstrate a substantial improvement in system performance. Total processing time decreased from 587.99 hours to 208.47 hours, representing a reduction of approximately 64.54%. At the same time, production capacity increased from 2.418 tons to 4.836 tons per month.

This improvement occurs because waiting time in the drying area can be substantially reduced. The use of a mechanical dryer eliminates the system's dependence on weather conditions, resulting in a more stable and predictable material flow. Furthermore, the reduction in queues at the drying area enables paddy to enter the milling process more quickly.

These findings indicate that investment in drying technology has the potential to provide substantial operational benefits compared with simply increasing production capacity at the milling stage.

Discussion

Based on the overall simulation results, the drying process can be identified as the primary bottleneck in the production system at Subur Jaya Rice Milling. This bottleneck causes material accumulation, increases waiting time, and restricts the utilization of resources in subsequent processes. Under the existing condition, manual drying requires up to 120 hours and is highly dependent on weather conditions. When weather conditions are unfavorable, the drying process may take longer, increasing uncertainty within the production system. Consequently, the milling machines cannot operate optimally because the availability of dried paddy is limited.

In addition, the low frequency of paddy supply also contributes to the high lead time. The arrival of raw materials once every two weeks gives the system limited flexibility to respond to production requirements. The results of Improvement Scenario 1 demonstrate that increasing supply frequency can improve material flow and reduce processing time. However, the greatest improvement is achieved through the implementation of a mechanical dryer. Reducing the drying time from 120 hours to 6 hours resulted in a 64.54% reduction in total processing time, from 587.99 hours to 208.47 hours, while production capacity increased from 2.418 to 4.836 tons per month.

This finding is consistent with Nguyen-Van-Hung et al. (2019), who compared paddy-drying practices in Vietnam, Cambodia, the Philippines, and Myanmar and demonstrated that mechanical drying technologies can provide advantages in terms of cost-benefit, labor requirements, and energy efficiency, depending on the scale and operating conditions of the rice production system. However, previous studies have primarily evaluated drying technologies based on technical, economic, energy, and environmental performance rather than quantifying how improvements in drying affect the overall lead time and material flow of an integrated rice-milling system. Thus, an important research gap remains in understanding the system-wide effect of removing the drying bottleneck on overall production performance.

The main advantage of the present study is its system-level perspective. Rather than evaluating the drying process as an isolated post-harvest activity, this study integrates raw-material supply frequency, drying, milling operations, waiting time, and downstream distribution within a ProModel-based discrete-event simulation model. This approach enables the interaction between supply constraints and internal production bottlenecks to be evaluated simultaneously. Consequently, the 64.54% reduction in processing time does not merely represent an improvement in drying duration but demonstrates the system-wide impact of eliminating a critical bottleneck on overall lead time and production capacity. Furthermore, the simulation allows alternative operational strategies to be evaluated before actual implementation, providing a practical decision-support approach for rice-milling managers. This distinguishes the present study from previous research that mainly evaluates drying technologies or individual post-harvest operations independently.

The findings also indicate that technological improvement has a more dominant role than increasing supply frequency alone in improving overall system performance. Although increasing supply frequency improves material availability, the mechanical dryer produces a substantially greater reduction in system lead time because it directly addresses the major source of waiting and material accumulation. Therefore, a combination of improved raw-material supply management and the adoption of drying technology provides an effective strategy for improving rice supply-chain efficiency, reducing lead time, increasing productivity, and improving the utilization of production facilities.

CONCLUSIONS

Based on the research findings and the simulation conducted using ProModel, it can be concluded that the main problems in the rice supply chain at Subur Jaya Rice Milling are the long paddy delivery time from suppliers and the manual paddy drying process. These two activities are the primary factors contributing to the high lead time in the production system.

The existing-condition simulation shows that the system has a total processing time of 587.99 hours, with a production capacity of 2.418 tons of rice per month. An improvement in paddy supply frequency, from once every two weeks to once a week, reduced the processing time to 419.99 hours by providing a more stable supply of raw materials.

However, the most significant improvement was achieved through the implementation of a mechanical drying machine, which reduced the drying time from 120 hours to 6 hours. The simulation results show that the use of a mechanical dryer reduced the total processing time to 208.47 hours and increased production capacity to 4.836 tons per month, nearly twice the initial production capacity.

Therefore, the implementation of a mechanical drying machine represents the most effective improvement alternative for reducing lead time, eliminating the bottleneck in the production process, and improving the efficiency and productivity of the rice supply chain at Subur Jaya Rice Milling. In addition to increasing production capacity, the adoption of drying technology has the potential to improve production reliability because the process is no longer dependent on weather conditions. Consequently, the continuity and reliability of rice supply to customers can be improved.

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