

THE INFLUENCE OF EMPLOYEE PERFORMANCE AND DELIVERY FLEET READINESS ON SMOOTH DISTRIBUTION AT PT RAFLY TRANS UTAMA

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Abstract: The purpose of this study is to determine the effect of employee performance and the readiness of the delivery fleet on the smooth distribution at PT Rafly Trans Utama. This research was conducted using quantitative methods with tests of validity, reliability, multiple linear regression, correlation coefficient and determinant coefficient. The research sample was 30 employees of PT. Rafly Trans Utama with saturated sampling technique. The data was obtained through a questionnaire and the data was processed using the SPSS statistic software v.23. Based on the results of data analysis in this study, it is known that (1) there is a positive influence between employee performance on smooth distribution, (2) there is a positive influence between fleet readiness and distribution, (3) there is a simultaneous positive influence on employee performance and readiness, delivery fleet to smooth distribution. Thus, employee performance and fleet readiness have an important role in improving the smooth distribution.

Keywords: employee performance, readiness of delivery fleet, smooth distribution of goods

Introduction

The development of logistics in Indonesia is currently quite fast. Currently, the demand for logistics is growing rapidly and this is an opportunity for companies to offer their business in the field of logistics services (Purwoko, Nugroho, & Amalia, 2019). The Council of Supply Chain Management Professionals (Sheffi & Klaus, 1997) defines Logistics as part of supply chain management that plans, implements, and controls the effective and efficient flow and storage of goods, information, and services from point of origin to point of destination according to consumer demand. Every company in the logistics service sector certainly cannot be separated from transportation activities because those two are closely related (Iqbal, 2017) because transportation is a tool for distributing goods as well as supporting smooth distribution. One of the important things that supports the smooth running of a logistics activity is the ability to meet customer needs. Smooth distribution is the key that will connect the production and marketing processes that will

facilitate the arrival of a product to the last customer to meet their needs (Yusrian Akbar Ztanzha, 2018). Smooth distribution is also influenced by several things, such as employee performance and fleet readiness. This is where the opportunity for PT Rafly Trans Utama is created, which provides its services for companies that need the services of a third party to handle the distribution process.

According to the results of an interview with HRD PT Rafly Trans Utama, the performance of its employees is still not optimal because the lack of good driving training for drivers causes drivers to often experience traffic accidents. Rahadian Fernanda (2016) defines employee performance as the result of the work process completed by employees in carrying out the work and responsibilities given to them. With a pleasant working atmosphere, the communication model is always well maintained or the assigned tasks make employees excited (Roswandi, Rosyidi, Sujanto, & Samosir, 2021). In addition to employee performance, of course PT Rafly Trans Utama requires maximum fleet readiness so that it can improve the smooth distribution. Lasse (2014) defines it as a condition where the company prepares the maximum means of transportation so that the activity of moving goods reaches its destination. The total fleet owned by PT Rafly Trans Utama is 20 units. However, from the number of existing vehicles, not all vehicles are ready to operate because they must have a minimum SOP specification such as tires must be in good condition, there must be a backward alarm, window film should not be too dark, and other factors that cause the vehicle to be not ready to operate due to regular maintenance are still not optimal. Moreover, the number of fleets available are not that much. The company also does not have various types of transportation equipment/fleets.

Employee performance and fleet readiness affect the smooth distribution of goods at PT. Rafly Trans Utama. Purwoko *et al.* (2019) defines smooth distribution as an activity of delivering products from the seller's place to the consumer's location efficiently, which ensures the product reaches the consumer safely at minimal cost and on time without any obstacles and not

hampered. Due to the influence of employee performance and non-optimal distribution, PT Rafly Trans Utama is often overwhelmed and becomes stuck when the number of goods that must be sent is in abundance which causes the goods to be sent sometimes not on time to the customer.

According to Iqbal (2017) found that there was a significant influence between employee performance on the smooth distribution with the title "Analysis of the Effect of Employee Performance on the Smooth Distribution of Spare Parts at PT. Andalan Multi Kencana Jakarta" and Widyawati (2016) found that there was a significant influence between fleet readiness on smooth distribution with the title Influence of Delivery Fleet Readiness on Panasonic Finished Goods Distribution Performance at Pt. Gotrans Logistics International Jakarta 2015 (Case Study on Warehouse Ciracas). The description above explains the effect of employee performance on smooth distribution, while fleet readiness also has an influence on smooth distribution.

Literature Review

a. Employee performance

Sri Purwati(2010) defines employee performance as how much employees contribute to other organizations including quantity, quality, duration, level of attendance at work, and cooperation. Mayasari (2016) states that "employee performance is an activity that is successful or not in achieving the organizational goals that have been set. Rahadian Fernanda (2016) defines employee performance as the result of the work process completed by employees in carrying out their work and responsibilities given to them. Based on some of the definitions above, it can be said that the work performance has a period of time that is determined based on the quantity, quality, duration and level of work experience with indicators: (1) quality, (2) quantity, (3) time, (4) attendance level. work, (5) the ability to work together.

b. Delivery Fleet Readiness

Lasse (2014) defines delivery fleet readiness as a condition where the company prepares the maximum means of transportation so that the activity of moving goods reaches its destination. Chandra (2013) states that transportation is the process of moving people or goods from one point to another by using a tool that is driven by humans or machines. Transportation is used to make it easier for humans to carry out daily activities. From the statements above, it can be concluded that the readiness of the delivery fleet is a transportation service company that must prepare its fleet in prime condition so that an effort to move goods and people from the place of origin to the destination by using various transportation modes such as land, sea, air to the customer's location correctly with indicators: (1) number of vehicles, (2) vehicle quality, (3) vehicle capacity, (4) periodic maintenance, (5) human resources.

c. Smooth Distribution

Purwoko *et al* (2019) defines smooth distribution as the activity of delivering products from the seller's place to the consumer's location efficiently, which ensures the product reaches the consumer safely at minimal cost and on time without any obstacles and no interference. According to Ratih Hendayani (n.d.) distribution is an important activity in other logistics that is the advantage of a service company, namely the distribution of the products produced. Based on some of the definitions above, it can be concluded that smooth distribution is the activity of sending an item without any obstacles with indicators: (1) delivery time of goods, (2) reliability, (3) availability of goods, (4) cooperation, (5) customer location.

Method**Participant and Procedures**

The approach used in this study was associative approach, namely causal and quantitative relation. According to Sugiyono (2013) quantitative research methods are research methods based on the philosophy of positivism,

function to examine certain populations or samples, and data collection using research instruments Data analysis is quantitative/statistical, with a view to testing predetermined hypotheses. In this study, researchers used two data collection techniques, field research and library research. Field research is data obtained directly from the company as the object of research in the form of questionnaires and interviews, the analysis technique used was validity test, reliability test, simple regression, simple correlation, determinant coefficient and T test. There are 3 variables, employee performance (X1), readiness of the delivery fleet (X2) and smooth distribution (Y).

This research was conducted in July 2021, the research population is employees of PT. Rafly Trans Utama as many as 30 people. In determining the number of samples using a saturated sampling technique or census, that is, all members of the population are sampled (Sugiyono., 2013),. The sample set is 30 people as research respondents representing PT. Rafly Trans Utama. The data was processed using SPSS STATISTIC V.23 software.

Measure

Respondents were presented with a Likert scale questionnaire. They were asked to rate their level of agreement or disagreement with statements about employee performance (X1), delivery fleet readiness (X2) and smooth distribution (Y).

Employee performance is an employee's effort to achieve company goals. The indicators are: (1) quality, (2) quantity, (3) time period, (4) work attendance rate, (5) cooperation ability. Employee performance is measured by a scale of 5 (five) alternative answer items using a Likert scale model in the form of positive and negative statements: (1) strongly disagree; (2) disagree; (3) neutral; (4) agree; and (5) strongly agree

The readiness of the delivery fleet is a condition where the company prepares the condition of the transportation equipment as well as possible, the indicators are: (1) the number of vehicles, (2) the quality of the vehicle, (3) the capacity of the vehicle, (4) periodic maintenance, (5) human resources.

Fleet readiness is measured by a scale of 5 (five) alternative answer items using a Likert scale model in the form of positive and negative statements such as: (1) strongly disagree; (2) disagree; (3) neutral; (4) agree; and (5) strongly agree.

Smooth distribution is a movement of goods from one location to another without any obstacles, the indicators are (1) delivery time of goods, (2) reliability, (3) availability of goods, (4) cooperation, (5) customer location. Smooth distribution is measured by a scale of 5 (five) alternative answer items using a Likert scale model in the form of positive and negative statements, as follows: (1) strongly disagree; (2) disagree; (3) neutral; (4) agree; and (5) strongly agree.

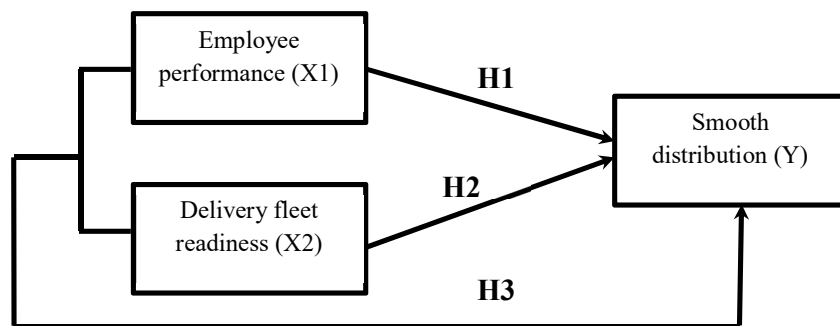


Figure I. Hypotesis Framework

Discussion and Result

Regression analysis was carried out to estimate the relationship between variables, while correlation analysis was carried out to measure the strength of the relationship between variables. The first stage of hypothesis testing is validity and reliability. The first requirement is declared valid if $t_{count} > t_{table}$ and the second condition is declared reliable if Cronbach's alpha value is > 0.60 .

The results of the calculation of the validity and reliability tests based on Table 1 can be explained as follows:

a. Validity and reliability testing of employee performance

The results of the validity test for the employee performance variable are declared valid because they have a value of Corrected Item Total Correlations > 0.3610 ($t_{count} > t_{table}$) obtained from the t table distribution. The reliability test for the employee performance variable is declared reliable because all statement items has a total reliability statistic-cronbach alpha of $0.815 > 0.60$.

b. Validity and reliability testing of the delivery fleet readiness

The results of the validity test for the delivery fleet readiness variable are declared valid because they have a value of Corrected Item Total Correlations > 0.3610 ($t_{count} > t_{table}$) obtained from the t table distribution. Reliability test for variable a. Readiness of the delivery fleet is declared reliable because all statement items have total reliability statistics-cronbach alpha of $0.819 > 0.60$.

c. Validity and reliability testing of smooth distribution

The results of the validity test for the smooth distribution variable are declared valid because they have a value of Corrected Item Total Correlations > 0.3610 ($t_{count} > t_{table}$) obtained from the t table distribution. The reliability test for the variable distribution fluency is declared reliable because all statement items have a total reliability statistics-cronbach alpha of $0.847 > 0.60$.

Table 1. Validity and Reliability Test

No	Error estimation	Validity		Reliability		Conclusion
		Tcount	ttable	Tcount	T table	
1	Employee performance	0,807	0,361	0,815	0,60	Valid / Reliable
2	Delivery fleet readiness	0,771	0,361	0,815	0,60	Valid / Reliable
3	Smooth distribution	0,443	0,361	0,847	0,60	Valid / Reliable

Source: Questionnaire processed data, 2021 (SPSS Version 23.00)

Furthermore, to test the effect of the independent variables simultaneously on the dependent variable, the F test is carried out. To find the F table, the F distribution value table is used with the formula for the number of respondents minus the number of research variables ($30 - 3 = 27$) and the number of research variables totaling $3 - 1 = 2$. Then it can be seen that Ftable is 3.35.

Table 2. F Test

No	Error estimation	Fcount	F table	conclusion
	Employee performance and Delivery fleet readiness	17.927	3,35	Very significant

Source: Questionnaire processed data, 2021 (SPSS Version 23.00)

From Table 2, it can be seen that the number of Fcount which can be seen from column "F" is 17,297. So after comparing between Fcount and Ftable, that is $17,297 > 3.35$ with a significance level of $0.000 < 0.05$. A relationship is said to be significant if the significance is < 0.05 . In this case it can be said that H_0 is rejected and H_a is accepted because the significance level is < 0.05 . The conclusion is that the variables of Employee Performance (X1) and Fleet Readiness (X2) are simultaneously significantly related to Smooth Distribution (Y).

To find out the multiple linear regression equation, it can be obtained from the calculation results of SPSS software version 23 in table 4. Where the a value of 12.745 is obtained, and the value of b1 is 0.614 while the value of b2 is 0.126.

Table 4 multiple Regression linear Test Results and Regression Linearity Test

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.745	5.783		2.204	.036
	X1	.614	.246	.625	2.497	.019
	X2	.126	.224	.140	.560	.580
a. Dependent Variable: Y						

a. Dependent Variable: Y

Source: Questionnaire processed data, 2021 (SPSS Version 23.00)

The regression equation above shows the relationship between the independent variable and the partially dependent variable. From these equations it can be concluded that:

1. The linear regression equation above means that the constant value is 12,745. Mathematically, if the variable X1 and variable X2 are equal to zero, the value of the Y variable is 12,745, which means the value of smooth distribution without employee performance without fleet readiness is 12,745.
2. The regression coefficient for the employee performance variable (X1) is 0.614, which means that if there is an increase in the employee performance variable by 1 point assuming other independent variables are constant, there will be a smooth distribution of 0.614 points.
3. The regression coefficient for the delivery fleet readiness variable (X2) is 0.126, which means that if there is an increase in the fleet readiness variable by 1 point assuming other independent variables are constant, there will be a smooth distribution of 0.126 points.

Next is a T-test analysis to determine whether the analysis carried out is correct. This test is carried out by looking at the significant column in each of the independent variables (independent) with a significant level of <0.05. The results of the t test can be seen in the following table:

Table 5. Simple Regression linear Test Results and Regression Linearity Tests

Reg	Equity	T tes	conclusion
Employee Performance	$Y = 12.975 + 0,733X_1$	5.928	Very significant/ Linear regression
Delivery Fleet Readiness	$Y = 19.177 + 0,608X_2$	4.888	Very significant/ Linear regression

Source: Questionnaire processed data, 2021 (SPSS Version 23.00)

Furthermore, the analysis of the correlation coefficient shows the close relationship between variables. This correlation coefficient is then used as a basis for calculating or analyzing the direct effect of the independent variable

on the dependent variable. The correlation coefficient of the regression equation is presented in Table 6.

Table 6 Coefficient Correlations

Reg	Coefficient correlation	Conclusion
X1 toward Y	0.746	Strong
X2 toward Y	0,679	Strong
X1,X2 toward Y	0,749	Strong

Source: Questionnaire processed data, 2021 (SPSS Version 23.00)

Based on the calculation results of SPSS Ver.23, the coefficient of determination value is 56.2%. It can be concluded that the relationship between variable X1 (Employee Performance) and variable X2 (Fleet Readiness) with variable Y (Smooth Distribution) is 58.0% and the remaining 43.8% is a from the other factors.

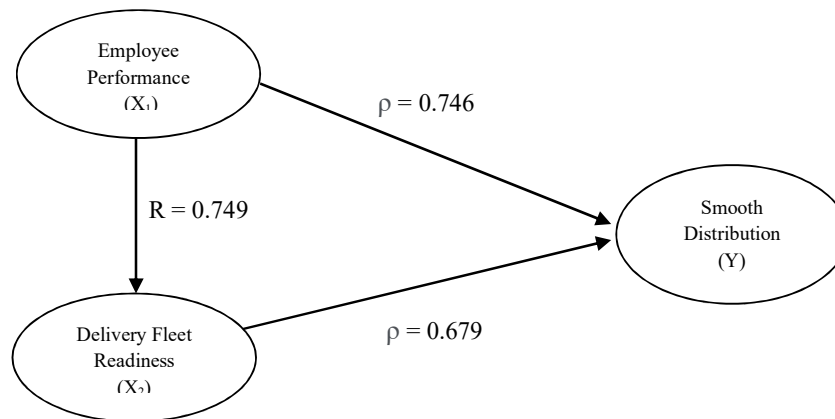


Figure II. Correlation of Variables

a. Impact of employee performance on smooth distribution

Table 6 shows the correlation coefficient of employee performance on smooth distribution is 0.746. Employee performance variables affect the smooth distribution as in the table the tcount value is 5.928. The ttable value of 1.701 means that tcount > ttable then Ho is rejected and Ha is accepted, meaning that there is a positive influence between the employee performance variable (X1) on the variable smooth distribution (Y), which is suspected with increasing employee performance, the smooth distribution will have a

significant increase. significant is true. Previous research was conducted by Iqbal (2017) with the title "Analysis of the Effect of Employee Performance on the Smooth Distribution of Spare Parts at PT. Andalan Multi Kencana Jakarta". The results showed that employee performance research had an effect on the smooth distribution of spare parts at PT. Andalan Multi Kencana Jakarta" shows a strong and positive influence, this is evidenced by the results of the hypothesis test obtained by the t-count value of 5.260 and the t-table value of 1.701. Thus it can be concluded that $t_{count} > t_{table}$. Because t_{count} is greater than t_{table} , then H_0 is rejected, H_a is accepted. This means that there is a positive influence between Variable X (Employee Performance) on Variable Y (Smooth Distribution).

b. Impact of delivery fleet readiness on smooth distribution

Table 6 shows the correlation coefficient of fleet readiness to smooth distribution is 0.679. The variable readiness of the fleet (X_2) has an effect on the smooth distribution as shown in the table the value of t_{count} is 4.888. The t_{table} value of 1.701 means $t_{count} > t_{table}$ then H_0 is rejected and H_a is accepted, meaning that there is a positive influence between the fleet readiness variable (X_2) on the distribution fluency variable (Y), which is suspected by an increase in fleet readiness, the smooth distribution will have an increase. Significance is true. Previous research conducted by Alivia Rachmania Putri (2017) with the title Relation of Goods Handling and Truck Fleet Readiness to Distribution at PT Aerojasa Cargo in 2017 showed that there was a positive and significant relationship between truck fleet readiness and distribution of 78.9% means that there is a strong level of relationship.

c. Impact of employee performance and delivery fleet readiness on smooth distribution

Table 6 shows the correlation coefficient of fleet readiness to smooth distribution is 0.749. Simultaneously there is a significant positive effect between Employee Performance (X_1) and Delivery Fleet Readiness (X_2) on the variable smooth distribution (Y) at PT. Rafly Trans Utama, where $17.297 > 3.35$ and a significance of $0.000 < 0.05$, then H_0 is rejected and H_a is

accepted. Judging from the value of the multiple correlation coefficient $R = 0.749$, it means that the influence of Employee Performance (X1) and Delivery Fleet Readiness (X2) is simultaneously significantly related to Smooth Distribution (Y). at PT. Rafly Trans Utama is 0.749 which means it has a strong influence, in a positive direction.

Conclusion

The findings of this study conclude that there is a relationship between two independent variables, namely employee performance and readiness of the delivery fleet to smooth distribution at PT. Rafly Trans Utama.

Based on the results of calculations and hypothesis testing and discussion of research results, it is suggested that employee performance has a direct positive effect on the smooth distribution of PT. Rafly Trans Utama, the readiness of the delivery fleet has a direct positive effect on the smooth distribution of PT. Rafly Trans Utama. Furthermore, other research findings show that employee performance and delivery fleet readiness affect the smoothness of distribution. The higher employee performance and readiness of the delivery fleet in shipping activities, there will be more increase on the smooth distribution of PT. Rafly Trans Utama.

To further optimize the potential for smooth distribution, it is necessary to conduct training in advance for the drivers in terms of how to drive the fleet, improve the readiness of the delivery fleet by increasing regular maintenance of the fleet such as changing oil, tires and others, increasing the number of employees and also planning delivery goods so that they can be controlled in preparing the truck fleet for the distribution process.

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