



Analysis Of Operational Management Of Logistics Services In Improving Employee Performance At CV. Kirana Cahaya Sejahtera Gunungsitoli

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ABSTRACT

The purpose of this study is to determine how operational management of logistics services improves employee performance at CV. Kirana Cahaya Sejahtera Gunungsitoli. So the research approach used in this study is to use a qualitative approach. In conducting this research, the researcher has selected and determined the research location as an object that is a source of data and information according to the circumstances and conditions experienced. The location of the research was carried out at CV. Kirana Cahaya Sejahtera Gunungsitoli, which is located at Jln. Gomo, Pasar Gunungsitoli Village, Gunungsitoli District, Gunungsitoli City. So the key information in this study is 10 employees. The researcher uses primary data and data collection techniques in this study using observation, interviews and documentation. And the data analysis techniques used by researchers are data collection, data reduction, data presentation, and drawing conclusions. From the results of the study, it was obtained that the Company's efforts to Improve the Efficiency of Company Performance in operating the company's performance in an effort to improve the efficiency of the company's performance, the company strives to improve deficiencies and always strives to prioritize good service and an easy ordering process for customers, starting from the service of the products owned, easy ordering process, prices offered, strategic location of the company, timely delivery and easy marketing system.

INTRODUCTION

Operational management is an activity related to planning, coordinating, driving and controlling the activities of an organization or business or service company related to the process of processing input into output with greater added value. According to Murdifin Haming

(2017: 19), Operational management is an activity to organize and coordinate the use of resources in the form of human resources, equipment resources and financial resources and materials, effectively and efficiently, to create and increase the utility of goods or services. "

From the definition above, it can be stated that operational management is the process of achieving and utilizing resources to produce or produce goods or services that are useful as an effort to achieve the goals and objectives of the organization. The goals of the organization include obtaining a certain profit or maximizing profits, providing services with a good level of service, and trying and trying to ensure the existence of the organization. The resources used in the organization vary depending on the output or product produced.

A shipping service is a service business that provides shipping services from one place to another. Companies or individuals can send goods using logistics services in small or large quantities, they can easily send their goods from within and outside the city, even abroad or domestically by using shipping services to send the goods. The shipping service industry certainly has a positive impact on the business world because it can help distribute goods to consumers to increase the acceleration of shipping goods which are currently in great demand. someone will be very easy in terms of shipping goods to their different places.

Seeing the development of the shipping service industry, it is able to provide a significant contribution to a company's income, so it is not surprising that this industry continues to grow and mushroom. How could it not be, seen from the geographical side of Indonesia which has many islands, of course this service is very much needed to deliver goods from one place to another or from one island to another.

Currently, the increasingly tight competition in the shipping service business requires companies to prepare themselves as well as possible if they still want to maintain their existence in the competition between other similar companies. The higher the public's need for shipping services, the more companies engaged in this service sector compete so that the quality of services offered by the company is superior compared to other similar companies.

In keeping this logistics business running and growing, the company must be able to manage its operations optimally, to maintain competition in the era of globalization. Good management in company operations is needed by an expedition company in order to be able to increase the efficiency of its company's performance. Efficiency is important for an organization and also for the wider community, because efficiency in a wider field or area requires more intensive efforts. The efficient use of resources is a prominent way for production and operations managers to be able to contribute to achieving organizational goals and objectives.

CV. Kirana Cahaya Sejahtera Gunungsitoli is one of the many companies engaged in the sale of medicines and suppliers for other pharmacies. Initially, this company was not engaged in pharmaceutical drug logistics services, but it has grown and developed. Although it has been running for a long time in this field, CV. Kirana Cahaya Sejahtera Gunungsitoli continues to strive to improve more efficient performance for the company in order to maintain the sustainability and development of the company.

Although it looks easy to run this business, in carrying out its operational activities, a shipping company must be able to manage operations in its company. management consisting of, delays in delivery, the large number of consumer requests for shipping services makes the company sometimes run out of stock used, less than optimal service, damage to transportation equipment, lack of stock of ordered materials, competition between shipping companies, etc., so that if the company cannot manage its company better and more efficiently, it will cause the company to fail in running its business. Therefore, here the role of operational management is needed in a process of planning, organizing, driving, and controlling operational management, to ensure the smooth running of the production process to be more efficient. In order to ensure the delivery of goods from the company to customers on time, in the right quantity, in the right quality, and in the right receipt.

LITERATURE REVIEW

Definition of Operational Management

According to LA Hatani (2018: 12), Operational management is a series of activities to create value in the form of goods and services through the transformation of input into output. Activity is a process or set of activities that require one or more inputs, change and add value to the input, so that it can provide one or more outputs for customers. Input consists of human resources (labor), capital (equipment and facilities), purchase of raw materials and services, land and energy. While the output is goods and services. Murdifin Haming (2017: 19), Operational management is an activity related to planning, coordinating, driving and controlling the activities of an organization or business or service company related to the process of processing input into output with greater added value.

Operational management is built by three main decisions and activities, namely design decisions and activities, transformation, and continuous improvement of the system. The combination of design and transformation activities is targeted to create added value, namely greater benefits for the organization or company. At the same time, the interaction between transformation and system improvement is expected to increase process efficiency so that the target of realizing greater added value can be achieved. Furthermore, the interaction between design activities and continuous improvement is expected to increase the company's ability to produce better output, be more accepted by the market, and be more competitive. Thus, it is expected to increasingly enable the company to become a winner in market competition (order winner). From the description above, it can be concluded that operational management is organizing and coordinating the use of resources, making decisions related to efforts to achieve goals, so that the goods and services produced are in accordance with and appropriate to what is expected, namely the right quality (quality), the right amount (quantity) and the right time planned, and at a low cost.

Operational Management Function

According to Nurnajamuddin (2017: 33), the operational management function is a function that is assigned the task and responsibility to carry out activities to change and process production resources (a set of inputs) into outputs, goods or services, according to what was previously planned. The production function (operational) creates form utility, because through production activities, the value and utility of an object increases due to the improvement of the form of the object (input) concerned.

Regarding the operational management function, it can be stated that production and operational managers are responsible for managing parts or functions in the organization that produce goods or services. So the terms production and operations are used to indicate functions that produce goods or services.

According to Sofjan Assauri (2017: 22), in general the production function consists of four elements (Subsystems), namely:

1. Input subsystem, namely materials, labor, capital, expertise, energy, information.
2. Process subsystem (Conversion or Processing Subsystem)
3. Output subsystem, namely goods, services, information.
4. Feedback (feed-back or production information subsystem) or production information.

Definition Of Performance

Performance comes from the word performance. Some also define performance as the result of work or work achievement. Performance is the result or output of a process. According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work. However, performance actually has a broader meaning, not only the results of work, but also how the work process takes place.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or targets or criteria that have been determined in advance and have been agreed upon together. The definition of performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of an organization which is outlined through the strategic planning of an organization. There are many definitions of performance put forward by experts.

Performance is what influences how much they contribute to the organization. Improving performance for both individuals and groups is the center of attention in efforts to improve organizational performance, as expressed by Maltis in (Rafiq, 2019).

According to Sutrisno (2016: 172), that "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization." According to Afandi (2018: 83), that "Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics".

In addition, according to Fahmi (2017: 188), said that "Performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions and agreements." Of course, a process that can be measured, especially involving a certain period, is certainly related to time. However, in achieving an organizational goal, it is necessary to achieve maximum quality and quantity, as stated by Mangkunegara in (Setyowati and Haryani, 2019) that "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Furthermore, Mangkunegara (2019: 67), stated that "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". According to another opinion, Simamora (2018: 339), that "Performance refers to the level of achievement of tasks that form an employee's job". Performance reflects how well employees meet the requirements of a job. Often misinterpreted as an effort, which reflects the energy expended, performance is measured in terms of results.

This opinion is in line with the opinion expressed by Edison (2016: 176), namely "Performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, which is produced during a period of time". From several opinions above, the researcher concludes that performance is the result of the work process carried out by employees through several stages that must be passed to achieve organizational goals in a certain period and time.

Performance Assessment

In an organization, reliable human resources are needed to run the organization, therefore, good performance and an assessment of employees are needed as a stimulant for work. In this case, a leader must see that subordinates with the tasks given are really done well. If it is found not in accordance with expectations, then a warning or sanction must be given to those who do not comply. According to Armstrong (2019: 272), that: "In general, the performance management scheme is compiled using rankings and is determined after a work assessment is carried out. The ranking shows the quality of work or competence displayed by the apparatus by choosing a level on a scale that is closest to the assessment view of how good the performance is".

According to Mathis and Jackson (2017: 267), that performance appraisal is the process of evaluating how well the apparatus does their job when compared to a set of standards and then communicating the information to the apparatus.

According to Sikula (2018: 89), that performance appraisal is a process of estimating or determining the value, appearance, quality or status of several objects, people or things. Performance appraisal is an evaluation or systematic evaluation of the work that has been carried out by employees and is aimed at development.

Likewise, based on PP No. 10 of 1979 and circular letter from the head of BAKN No. 02/SE/1980 dated 11 February concerning the list of work implementation assessments and regarding the main points relating to the procedures for carrying out the work are: 1. The PNS implementation assessment list is a list containing an assessment of the work implementation for each civil servant within a period of one year made by the assessing officer.

2. The assessing officer is the direct superior of a civil servant or other official of the same level.

3. In the assessment list for civil servant implementation, the elements assessed are:

- a. Loyalty
- b. Work performance
- c. Responsibility
- d. Obedience
- e. Honesty
- f. Loyalty
- g. Leadership.

METHODS

The research approach used in this study is to use a qualitative approach. In conducting this study, the researcher has selected and determined the research location as an object that is a source of data and information according to the circumstances and conditions experienced. The location of the research was carried out at CV. Kirana Cahaya Sejahtera Gunungsitoli, which is located at Jln. Gomo, Pasar Gunungsitoli Village, Gunungsitoli District, Gunungsitoli City. The selection of informants in this study used the purposive sampling technique, as intended by Sugianto in the book *Understanding Qualitative Research*, namely: Purposive sampling is a technique for taking samples of data sources with certain considerations, these certain considerations, for example, the person who is considered to know the most about what we expect, or maybe he is the ruler so that it will make it easier for researchers to explore the object/social situation being studied. So the key information in this study is 10 employees. The data collection techniques used by the researcher are observation, interviews and documentation. The data analysis techniques used by the researcher are data collection, data reduction, data presentation and drawing conclusions.

RESULTS

Operational Management Carried Out By The Logistics Services Company At CV. Kirana Cahaya Sejahtera

Services carried out by CV. Kirana Cahaya Sejahtera to customers. Customer service can be classified into three main groups, namely: pre-transaction services, services during transactions, and services carried out after transactions.

1. Pre-Transaction

The pre-transaction process is a process carried out before the transaction process occurs, at the pre-transaction stage the company will provide a written service policy, good internal and external communication that will make it easy for customers to contact the company, provide good service by offering or consulting on products needed by customers, and also the company must be able to respond to various unexpected events such as labor strikes, lack of materials, and natural disasters such as hurricanes or floods. In this case, Mr. H. Ahmad Suherman as the owner of the company explained about the pre-transaction process in the company CV. Kirana

Cahaya Sejahtera: we provide a written policy in the form of a note and proof of delivery, only to customers who buy on a large scale and also have large stores/companies such as PT Bangun Arta, PT Kingkong, PT Seger, etc. Meanwhile, for retailers or small buyers, we do not provide written evidence. This company is open to all groups, anyone can order or use our services, so we always serve whatever they need, explaining the advantages of one product to another, that's how it is.

If there is an unexpected incident, we immediately find a way out, for example, the driver is on leave, we immediately replace him with another, damage to our transportation, we immediately fix it, lack of ordered materials, we look for them elsewhere, there is a natural disaster, yes, we inform the customer, so they are not disappointed. In line with what was said by Mr. Anas, regarding the pre-transaction service carried out by the company, that: we do not provide written evidence to retailers, so we only provide it to large companies that use our transportation services.

We always communicate anything to customers, for example, there is a natural event along the way, such as a landslide or heavy rain, so it is not possible for the goods to be sent, then we must communicate it to the customer. for workers or drivers who do not come to work, we replace them with other drivers. The point is that the shipment must still be sent, do not disappoint customers. Just as expressed by Mr. Mujianto as the operational manager of CV. Kirana Cahaya Sejahtera, he said: The service we provide before shipping is, we ask first what materials the customer will order, what they need, we must be responsive in this matter, so that we can get a good assessment from the customer, then after that we will provide proof of delivery called a payment note, for example before the goods are sent something unexpected happens, yes we immediately find a way out, we have several vehicles, for example if one is broken we can use another, the driver is not in, we replace him with another, as long as they do not have a delivery on the same day.

So it can be understood that before the shipping transaction is carried out, the company CV. Kirana Cahaya Sejahtera serves customers by asking what type of transportation will be used and what products/medicinal materials will be needed by the customer, here the company will provide the advantages and disadvantages of the materials to be ordered. At the time of the post-transaction the company will also inform the weather conditions that occur, if the weather conditions do not allow for shipping, then the shipping delay must be made. In this case, the company tries to convince consumers that the delivery of the desired goods is delayed due to weather constraints.

If the constraints that occur from within the company such as damaged transportation, the driver does not come to work, then the company will immediately handle it, so that customers are served well. CV. Kirana Cahaya Sejahtera also provides written evidence in the form of a shipping rate note to consumers who use the shipping services of this company, but the rate note is only given to large companies that use the services of CV. Kirana Cahaya Sejahtera, while for retail buyers who buy medicinal materials and use small-scale transportation services, the company does not provide written evidence in the form of payment notes, in this case according to theory, proof of delivery should not only use service usage tariff notes, but also in the form of shipment documents containing time contracts, origin/destination of goods delivery, and costs charged. The shipment document is used as evidence for the recipient of the goods and the company later.

2. During the Transaction

During the Transaction, It is something that is normally and usually associated with customer service. At the time of the transaction, the company must be able to control the level of stock shortages, availability of ordered goods, system accuracy, consistency of order cycles, special handling, transshipment, order convenience, and substitute products. The following is stated by Mr. H. Ahmad Suherman: Checking the material before the customer orders is a must,

if for example at the place of return of the material in that area there is no stock, then we immediately order the goods from another place. So that customers only know that the goods in our company are always available.

We once ran out of stock of medicine from Nias Regency, then we immediately looked for medicine from West Nias Regency. The quality of Nias medicine is clearly different from West Nias medicine, it is still much better than Nias medicine. So we immediately inform the customer, do you want the same replacement item or not? Informing the availability of the customer's order is very important, because we don't want to disappoint them.

At that time we will inform them by phone, whether or not the item is available. Even if the item has arrived, we still call both the driver and the customer, the purpose is to always monitor whether the item has been sent or not, Alhamdulillah so far we have always been on time in shipping, maybe if there are unexpected obstacles, we immediately notify the customer. For shipping locations, we do not send to areas where the infrastructure is not possible to pass, such as mountains, narrow or damaged roads, if the customer does order to an area where the road is difficult, then we lobby them to be sent to an area near the customer's shipping location that has easy roads or access to pass.

Strategic Excellence Services Owned By CV. Kirana Cahaya Sejahtera

Service is a key activity that must be fulfilled by the company, and transportation performance is at stake in an effort to serve these customers. Service is one of the important elements related to or directly related to marketing, which consists of Product, Price, Place, and Promotion.

1) Products and Prices

The products owned and the pricing system in Sumber Ayu, according to the results of an interview with Mr. H. Ahmad Suherman, are: There are 2 types of service products that we offer to customers, namely: Drug delivery transportation services, and drug ordering and delivery. We have calculated the price between the company's location and the place where we pick up the ordered goods, because we are close to the pickup location. Meanwhile, according to Mr. Anas, regarding the products and prices applied at CV. Kirana Cahaya Sejahtera, he explained: In this company there are two types of services that we offer, namely ordering drug ingredients and drug delivery transportation services

Drug Ordering Process At CV. Kirana Cahaya Sejahtera

Order processing is a number of activities included in the customer cycle, specifically, consisting of, order preparation, order delivery, order entry, order fulfillment, and reporting order status. In this order preparation stage, Mr. H. Ahmad Suherman explained: For preparation in ordering we confirm customers via telephone or SMS. Customers want to order medicinal ingredients or want to use our transportation services, if ordering medicinal ingredients, what kind of medicinal ingredients, with what quality, if they want to use transportation services, we ask how much, what will be transported, etc. During the delivery process, we also continue to confirm customers via telephone, for payment we make after the goods are sent to the customer, and for transportation services that large companies usually use our transportation services, then payments are made every month, for the provision of transaction notes, we send them via post. Order entry, order checking is always done before the goods are sent, the purpose is so that customers trust and are not disappointed with our service.

Fulfilling the stock availability order from the source of materials must be monitored, if not, then we immediately confirm to the customer to replace the requested item with another similar item. We must also be honest and clear in conveying the quality of the substitute goods, again we want to give the impression, comfort and the best service of this company ". We always confirm the driver if the goods have arrived or not, after the goods arrive then we also confirm

the customer. This is done so that the company can monitor the status of the order being sent or not.

DISCUSSION

Based on the data presentation above, it can be stated that the research of operational management analysis of logistics services in an effort to improve the efficiency of the performance of the company CV. Kirana Cahaya Sejahtera in Gunungsitoli District, is as follows:

Operational Management at CV. Kirana Cahaya Sejahtera

a. Customer Service

At the time of the pre-transaction carried out by CV. Kirana Cahaya Sejahtera, the written policy was only in the form of a shipping price note, the shipping price note was only given to customers who bought on a large scale and large companies that used the services of CV. Kirana Cahaya Sejahtera. in this case according to theory, proof of delivery should not only use a service usage tariff note, but also in the form of a shipment document containing a time contract, origin/destination of shipping goods, and the costs charged. The shipment document is used as evidence for the recipient of the goods and the company later. When the transaction takes place, the company always tries to control, provide and inform the availability of goods, the company also provides ordered materials for consumers who buy on a small scale, if consumers buy on a large scale so that the company is sure to increase the stock of materials, then CV. Kirana Cahaya Sejahtera will immediately order goods from the mining party to provide it. If the product ordered by the customer is not available, then the solution to this problem is that the company will replace it with a substitute product that has the same size and function, for the quality of the material the company will immediately inform the consumer.

Post-transaction, is a service provided by the company where the product or service has been received by the customer. If the company finds damage to the goods sent, the company will replace it according to the number of damaged goods, the replacement can be with money and the same goods in full, depending on the customer's request. Information about the shipping status is also carried out by the company when the transaction is made, by calling the driver and then notifying the customer. The order cycle implemented in this company is also always carried out on time, with the expected estimate and has been determined by the company. For the shipping location, because the cargo is large and uses a truck transportation mode, the company does not want to take the risk of inadequate infrastructure, because it will cause great losses for the company itself. if there is a location that is not possible to pass, the company will only send the goods near the nearest shipping location that has a strategic location.

b. Order Processing

During the ordering process, CV. Kirana Cahaya Sejahtera always prioritizes communication, either by telephone or SMS, which is done to drivers and customers, so that information on whether or not the goods have been sent can always be monitored by the company. For the payment system policy, it is carried out after the goods have been sent, but for large companies that have subscribed to the company CV. Kirana Cahaya Sejahtera, payments can be made every month.

Informing the status of orders, whether on time or late in the ordering process or in the process of sending orders to customers is always done by CV. Kirana Cahaya Sejahtera. This informs that the services provided by the company are good or not in handling the operational services of shipping goods.

Efforts Of The Company CV. Kirana Cahaya Sejahtera In Improving The Efficiency Of Company Performance

Working efficiently is working with as little movement, effort, time and fatigue as possible. By using a simple way of working, using tools that can help speed up the completion of work. As well as saving movement and energy. CV. Kirana Cahaya Sejahtera always strives to improve the efficiency of its company's performance. Viewed from several aspects below:

a. Effective Or Effective

The activities carried out by the company are carried out according to the time target that has been set or targeted by the company, namely for the area around West Nias Regency, delivery is carried out within one day, but for delivery outside the city such as Nias Island, and its surroundings, it is carried out within 2 days and one night. Until now, the company has always tried to send ordered materials on time, so that there is no increase in operational costs that will reduce the company's economic level, and also to maintain customer trust in the service at CV. Kirana Cahaya Sejahtera.

b. Accountable Work Implementation

The taking of material sources is utilized appropriately, taken from companies that have a Business License application letter that is in accordance with what has been determined.

c. Real Division Of Labor

In the division of labor, the organizational structure is used to support the operational activities of CV. Kirana Cahaya Sejahtera, where each employee in the organizational structure must have only one authority, this is done so that their performance can be carried out effectively and efficiently. However, from the results of the research conducted, there are employees who play dual roles in their work, such as Mr. Anas who also serves as the company secretary. However, until now the performance of the CV company. Kirana Cahaya Sejahtera has not been disturbed at all by the dual role.

d. Practical Work Procedures

The ease of the ordering process which is only via telephone, makes it easy for customers to order and use the services available at CV. Kirana Cahaya Sejahtera. So that the operational activities carried out are carried out smoothly, and do not confuse consumers.

CONCLUSION AND LIMITATION

Based on the results of the research and discussion above, the following conclusions can be drawn:

1. The company's operational management during the pre-transaction carried out by CV. Kirana Cahaya Sejahtera, the written policy is only in the form of a shipping price note, the shipping price note is only given to customers who buy on a large scale and large companies that use the services of CV. Kirana Cahaya Sejahtera. in this case according to theory, proof of delivery should not only use a service usage tariff note, but also in the form of a shipment document containing a time contract, origin/destination of shipping goods, and the costs incurred. The shipment document is used as evidence for the recipient of the goods and the company later. When the transaction takes place, the company always tries to control, provide and inform the availability of goods, the company also provides ordered materials for consumers who buy on a small scale, if consumers buy on a large scale so that the company is sure to increase the stock of materials, then CV. Kirana Cahaya Sejahtera will immediately order goods from the mining party to provide them. If the product ordered by the customer is not available, then the solution to this problem is that the company will replace it with a

- substitute product that has the same size and function, for the quality of the material the company will immediately inform the consumer
2. Company Efforts to Improve Performance Efficiency The company in operating the company's performance in an effort to improve the efficiency of the company's performance, the company strives to improve deficiencies and always strives to prioritize good service and an easy ordering process for customers, starting from the product service owned, easy ordering process, prices offered, strategic location of the company, timely delivery and easy marketing system.

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