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Effect of Fleet Availability and Controlling on Delivery Accuracy *(Case Study at PT. Cardig Logistics Indonesia)*

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ABSTRACT

This study aimed to determine the effect of fleet availability and control on the smooth delivery of PT. Cardig Logistics Indonesia. The survey method is used as a way to collect primary data. The population is taken from employees who work in the operational section and get a sample of 30 people. The writer used a descriptive statistical analysis method, multiple linear regression, correlation coefficient, determination coefficient, or determination to test the research hypothesis to conduct this research. The results showed that the availability of the fleet (X1) and controlling (X2) on the smooth delivery (Y) of PT. Cardig Logistics Indonesia has a positive and significant effect. From the research result, the more dominant is the variable of fleet availa bility.

INTRODUCTION

In the current industrial era, the economy demands company efficiency in all aspects of its operations. A company must look for opportunities to be superior to competitors. The growth of a company will not be significant if the company does not focus on the core structure, and over time, it will lose its strength (Uriarte-Miranda et al., 2018). For this reason, companies choose to outsource Third-Party Logistics (3PL). Using Third-Party Logistics (3PL), companies can reduce costs by eliminating the need for warehouse storage, transportation, and the employees needed to work on logistics processes. Working with Third-Party Logistics (3PL) providers, the company can now focus more on its core business competencies (Alemán Carreón et al., 2019). According to (Gil Saura et al., 2008), Logistics Management is part of Supply Chain Management, which plans, implements. It controls transportation, storage, and distribution of goods and services-related information efficiently and effectively to meet customer needs. According to the Most Popular Dictionary of Transportation and Logistics (2012), explains that logistics management is a process that strategically manages the procurement, movement, and storage of materials, spare parts, finished goods inventories, and the flow of related information, through the organization and its marketing

channels, in the way in which present and future profits are maximized through cost-effective fulfillment of order needs.

According to (Hidayat et al., 2017), they was explaining that logistics management is part of supply chain management which plans and controls the level of efficiency and effectiveness of the flow and storage of goods, services, and related information from upstream to downstream and vice versa, starting from the point of origin of said goods to the end where the goods are used or consumed to fulfill requests from customers (Mashur et al., 2019; KLlongthong et al., 2020)s. Based on some of the opinions of these experts, the authors Concluded that logistics management is an activity that plans, implements, and controls transportation, storage, and distribution activities efficiently and effectively to meet customer needs so that profits can be maximized. According to (Le Calvé & Savoy, 2000), Logistics functions as a system that unites various components such as information flow, starting from suppliers (ordering and shipping), the information in the production process (inventory), or in information flow services within the company (coordination), to consumers (distribution of both goods and services) (Hemalatha et al., 2018; Yeo et al., 2015). So based on the theory above, the authors conclude that logistics management is an activity that functions to regulate a system to unite various components from suppliers to consumers, both distribution of goods and services (Javed & Wu, 2020; Stepaniuk, 2017; Starostka-Patyk, 1987; Uriarte-Miranda et al., 2018).

In the delivery of goods; not only speed and accuracy are the keys to successful implementation (Bitiktas & Tuna, 2020). The availability of a fleet to support the delivery process so that the goods can arrive at their destination safely, and Controlling to supervise the delivery process so that it runs according to the plan it should be. The number of logistics players in Indonesia continues to grow in line with the growing consumer demand for logistics services. Various services or services in the field of logistics have developed to put forward what the customer wants. Therefore, currently, many logistics service companies provide the best and high-tech services at relatively low prices. One of the logistics players is PT. Cardig Logistics Indonesia provides contract logistics, customs handling, freight forwarding, warehousing, and trucking services. One of the service sectors that has an essential role in the economy is the trucking service sector, an inseparable part of the world economy. The geographic conditions of the country covering both land and islands require economically reliable modes of transportation. Truck transportation services are taking part. The trucking service sector is part of transportation services (transportation) which is broadly defined as a unity consisting of elements of physical infrastructure (networks, terminals, ports), transportation facilities, and operating systems that support the smooth movement of physical objects (people or goods), from a place to a geographically separated destination (Kim & Chung, 2019).

One of the products from PT. Cardig Logistics Indonesia is Trucking for the delivery of goods/materials throughout Indonesia; however, problems that occur in sending goods/materials often occur outside of planning. The activities, of course, do not run correctly. Problems in delivery such as the availability of trucks when making deliveries, poor condition of the fleet, repairs when there is an order, lack of drivers to drive the fleet, lack of detailed delivery addresses that make it

difficult for drivers to find the intended lesson, lack of supervision of drivers during delivery, thus making drivers can stop for a long time and do not pass the route it should be, as well as discrepancies in goods. Based on the description above, the formulation of the problems discussed are (1) How does the fleet availability affect the smooth delivery of PT. Cardig Logistics Indonesia in 2018? (2) What is the controlling effect on the smooth delivery of PT. Cardig Logistics Indonesia in 2018? (3) How is the impact of fleet availability and controlling on the smooth delivery of PT. Cardig Logistics Indonesia in 2018?

RESEARCH DESIGN

This research was carried out at PT. Cardig Logistics Indonesia, located at JL. Halim Perdana Kusuma Protocol, East Jakarta, 13650. The stage of this research activity starts from the observation stage to the writing stage. This study uses a survey method to collect primary data with data collection techniques using a questionnaire. The questionnaire or questionnaire in answering this questionnaire uses a Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Doubt, 4 = Agree, 5 = Strongly Agree). In this study, the population is all employees of the operational division, with a total of 30 people at PT. Cardig Logistics Indonesia. Because the population is less than 100, the sampling technique with saturated sampling is taken from the entire population for the sample, namely 30 people who are divided into categories (gender, age, years of work, last education). This research's data analysis method is descriptive statistical analysis, multiple linear regression, correlation coefficient, determination coefficient, or determination to test the research hypothesis. The hypothesis in this study are:

1. For T-1_{Ho} = There is no significant effect between fleet availability and controlling on the smooth delivery. H_a = There is a significant effect between fleet availability and controlling on the smooth delivery.
2. For T-2_{Ho} = There is no significant influence between fleet availability on smooth delivery. Ha = There is a significant influence between the availability of the fleet on the smooth delivery.
3. For T-3_{Ho} = There is no significant effect between controlling the smooth delivery. H_a = There is a significant effect between controlling the smooth delivery.

RESULT AND DISCUSSION

1. Respondent Characteristics

In conducting the research, researchers used a questionnaire distributed to employees in the Operations Division of PT. Cardig Logistics Indonesia, Jakarta. The questionnaire that the authors distributed was 30 questionnaires. PT. Cardig Logistics Indonesia has the most respondents aged 21-30 years with a percentage of 83%. This is because 21-30 years of age are the productive age to work and face pressure at work and still have high work motivation to complete their work. Based on gender, it can be seen that the respondents are male. This is because the male gender is more directly related to the operations of PT. Cardig Logistics Indonesia. Based on education, it can be concluded that most respondents have the latest education, namely Senior high school, amounting to 26 respondents. This is because employees who have a minimum high school education are

deemed able to think logically in the field they are engaged in. For more details, it is presented in the tab below.

Table 1. Demographic Data

Variable	Measurement	n	%
Gender	Man	30	100
	Woman	0	0
Age / Year	<20	0	0
	21 – 30	25	83
	31 – 40	3	10
	>40	2	7
Education Level	Magister	0	0
	Bachelor	1	3
	Diploma	3	10
	Senior High School	26	87
Work-length (Year)	1-2	0	0
	3-4	1	3
	5-6	5	17
	>7	24	80

2. *Statistic analysis*

2.1. *Fleet Availability Analysis*

The fleet availability construct consists of 6 indicators, namely a) Number of Fleets; b) Fleet Usage; c) Completeness of Fleet Documents; d) Truck Fleet Capacity; e) Fleet conditions; f) Maintenance. The fleet availability indicator with the lowest score is that the fleet used is still following the aged standard of 66.7% with a reasonably good category. The hand with the highest score is that each caravan is in good condition when making deliveries, amounting to 84.6% with the outstanding variety. The results showed that the six indicators of the fleet availability variable had an index value of 78.6% and were included in the excellent category. This means that the availability of PT. Cardig Logistics Indonesia to support the smooth delivery is still not optimal. In other words, PT. Cardig Logistics Indonesia must rejuvenate the shipping fleet to support the availability of fleets at PT. Cardig Logistics Indonesia.

2.2. *Controlling Analysis*

The controlling construct consists of 3 indicators: a) Standard Setting; b) Performance Measurement; c) Corrective Action. On the controlling hand, which has the lowest score, there needs to be 76% supervision in an excellent category to be useful at work. The indicator that has the highest score is recording and adjusting the number of items with warehouse checkers of 86.6% with the excellent category. The results showed that the three indicators of the fleet availability variable had an index value of 81.5% and were included in the superb category. This means controlling PT. Cardig Logistics Indonesia to support the smooth delivery is still not optimal. In other words, PT. Cardig Logistics Indonesia must carry out supervision to support controlling at PT. Cardig Logistics Indonesia.

2.3. *Smooth Delivery Analysis*

The Smooth Delivery construct consists of 4 indicators, namely a) Transfer of Goods; b) Standardization; c) Documents; d) Be on time. On the Smooth Delivery indicator that has the lowest

score is the document explaining the type of goods and the destination of the goods and the number of goods sent by 71.3% with a good category. The indicator that has the highest score is every movement of goods according to the plan of 84.6% with the very good category. The results showed that the four indicators of the smooth delivery variable had an index value of 78.6% and were included in the good category. This means the smooth delivery of PT. Cardig Logistics Indonesia is still not optimal.

2.4. Analysis of the Effect of Fleet Availability and Controlling on Smooth Delivery

Multiple linear regression analysis is used to determine the influence of the variable fleet availability (X1) and controlling (X2) partially or collectively on smooth delivery (Y). Statistical calculations in full multiple linear regression analysis can be seen in the appendix and are further described in table 2 below:

Table 2. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.128	2.844		.045	.964
	Fleet Availability	.516	.114	.548	4.512	.000
	Controlling	.459	.129	.432	3.563	.001

a. Dependent Variable: Delivery

The regression equation model that can be written from these results in the form of a linear regression equation is as follows: 0.128 + 0.516 + 0.459

1. The constant value a = 0.128 means that if the independent variables are ignored or in other words, if there are no variables in fleet availability and controlling, then the smooth delivery of PT. Cardig Logistics Indonesia will be worth 0.128.
2. The coefficient value = 0.516, this means that every one-unit change in the availability of the fleet with the assumption of constant controlling implementation, then the smooth delivery of PT. Cardig Logistics Indonesia has increased by 0.516 and is moving in the same direction.
3. The coefficient value = 0.459, this means that every one-unit change in controlling with the assumption of fleet availability, the smooth delivery of PT. Cardig Logistics Indonesia has increased by 0.459 and is moving in the same direction.

This multiple correlation coefficient is used to determine how much influence the independent variables (physical distribution service quality and brand image) have on the dependent variable (customer satisfaction). The following is the result of calculating the multiple correlation coefficient in table 3 below.

Table 3. Multiple Correlation Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942[a]	.888	.880	2.537

Predictors: (Constant), Controlling, Fleet Availability

Based on the table above, the value of the multiple correlation coefficient is R = 0.942. Thus the magnitude of the influence of fleet availability and controlling on the smooth delivery of PT. Cardig Logistics Indonesia is 0.942 in the interval 0.80 - 1.00 means that it has a rugged, direct and positive influence. To see the effect of the independent variable and the dependent variable, it is necessary to analyze the correlation between individual research variables, the results of which can be seen in Table 4 below.

Table 4. Simple Correlation Coefficient Analysis

		Availability Fleet	Controlling	Shipment
X1	Pearson Correlation		.848**	.914**
	Sig. (2-tailed)		.000	.000
	N	30	30	30
X2	Pearson Correlation	.848**	1	.897**
	Sig. (2-tailed)	.000		.000
	N	30	30	30
Y	Pearson Correlation	.914**	.897**	1
	Sig. (2-tailed)	.000	.000	
	N	30	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

The table above shows that:

1. The correlation coefficient value between fleet availability (X1) and smooth delivery (Y) is 0.914, which indicates a powerful influence is in the interval (0.80-1.00).
2. The value of the correlation coefficient between Controlling Implementation (X2) and smooth delivery (Y) is 0.897, which indicates a powerful influence in the interval (0.80-1.00).
3. Based on the two correlation coefficients above, it turns out that the two variables have a significant influence, namely approaching the fundamental level (alpha) far below 5% or 0.05, namely the availability of the fleet of 0.914 and controlling of 0.897.

3. Hypothesis testing

The F test is used to determine whether there is a mutual influence (simultaneously) between all independent variables (fleet availability and controlling) on the dependent (smooth delivery) as follows:

a. Ho: = 0, meaning that if the value of sig> 0.05, or F-estimated < F-calculated, then there is no influence of the variable and simultaneously on variable Y.
b. Ha: = 0, meaning if the sig value < 0.05, or F-estimated > F-calculated then there is the influence of variables and simultaneously on variable Y.

Table 5. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1380.052	2	690.026	107.187	.000[b]
	Residual	173.815	27	6.438		
	Total	1553.867	29			

a. Dependent Variable: Delivery
b. Predictors: (Constant), Controlling, Fleet Availability

Based on the calculation of the F test using SPSS, it is obtained that the Fount is 11.829, which means that:

a. 0.000 < 0.05, then from these results, Ho is rejected, and Ha is accepted.
b. 107.187 > 3.35, then from these results, Ho is rejected, and Ha is accepted

To show the results of the above calculations and show these effects will be shown on the next curve. So it can be seen that the availability of fleet (X1) \ and controlling (X2) simultaneously has a significant and positive effect on smooth delivery (Y), which is 0.000 <0.05 and the value of F-calculated= 107.187 > F-estimated = 3.35, based on these results, then the third hypothesis has been proven. The T-test is used to determine the independent variable's partial effect (fleet availability) on the dependent variable (smooth delivery). The following will explain the partial tests of each.

1. Effect of fleet availability (X1) on delivery (Y)

Table 6. Correlation Analysis between Variable X1 and Variable Y

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.400	2.893		1.867	.072
Fleet Availability	.862	.072	.914	11.927	.000

Dependent Variable: Delivery

The regression equation model that can be written from these results in the form of a linear regression equation is 5,400 + 0.862. From the partial test based on the table above, it can be obtained the influence of the variable availability of the fleet on the smooth delivery, where it is known that the significant level is 0.000 and count is 11.927. And the number of respondents (n) is as many as 30 people; it can be obtained table is 1.70. the results are:

1) 0.000 < 0.05, then Ho is rejected Ha accepted
2) 11,927 > 1,701, then Ho is rejected Ha accepted

So, the results above indicate that the fleet's variable availability has a significant and positive influence on the smooth delivery of PT. Cardig Logistics Indonesia. Thus, the first hypothesis has been proven based on these results; it can be concluded that there is a significant effect between the fleet's availability on the smooth delivery of PT. Cardig Logistics Indonesia.

Table 7. Correlation Analysis between Variable X2 Against Variable Y

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.176	3.699		.048	.962
Controlling	.951	.089	.897	10.710	.000

a. Dependent Variable: Delivery

The regression equation model that can be written from these results is in the form of a linear regression equation as follows = 0.176 + 0.951. From the partial test based on table 4.10, the controlling variable's influence on the smooth delivery can be obtained, where the significant level is 0,000 and t-calculated is 10,710. The number of respondents (n) as many as 30 people can be obtained from that t-estimated is 1,701. Then the results are obtained:

1) 0.000 <0.05, then from these results Ho is rejected Ha accepted.
2) 10,710> 1,701, then from these results, Ho is rejected Ha accepted.

The results indicate that the controlling variable has a significant and positive effect on the smooth delivery of PT. Cardig Logistics Indonesia.

Table 8. Multiple Correlation Coefficient

Coefficient Interval	Correlation
0,00-0,19	Very weak
0,20-0,39	Weak
0,40-0,59	Moderate
0,60-0,79	Strong
0,80-1,00	Very strong

The coefficient of determination is used to determine how much contribution or change the independent variable gives to the dependent variable is obtained by the following formula: KD = R2 x 100%. So, KD = 0.88 X 100% = 88% KD = 88%. Thus the large contribution of the influence of fleet availability and controlling on the smooth delivery of PT. Cardig Logistics Indonesia is 88%, while the remaining 12% is the influence of other factors.

4. Discussion

In general, the description of the analysis results shows that the condition of the respondent's assessment of fleet availability and controlling the smooth delivery of PT. Cardig Logistics Indonesia as follows:

1. Partially, there is a significant favorable influence between the variable availability of the fleet (X1) on the smooth delivery variable (Y) at PT. Cardig Logistics Indonesia, where tcount is 11.927> t-estimated 1.701 and significant at 0.000 <0.05 then Ho is rejected Ha accepted. Judging from the value of the correlation coefficient between fleet availability (X1) on the smooth delivery variable (Y) of 0.914 shows a powerful influence because it is in the interval (0.80 - 1.00).
2. Partially, there is a significant positive effect between the controlling variable (X2) on the delivery variable (Y) at PT. Cardig Logistics Indonesia, which amounted to 10,710 1,701 and

a significant amount of 0,000 <0.05 then Ho was rejected, and Ha was accepted. Judging from the value of the correlation coefficient between controlling implementation (X2) on the smooth delivery variable (Y) of 0.897 shows a powerful influence because it is in the interval (0.80 - 1.00).

3. Simultaneously, there is a significant positive effect between the variable availability of the fleet (X1) and controlling (X2) on the delivery (Y) at PT. Cardig Logistics Indonesia, where 107.187 > 3.35 and a significance of 0.000 <0.05 then Ho is rejected, and Ha is accepted. Judging from the value of the multiple correlation coefficient, R = 0.942 means the magnitude of fleet availability and control on the smooth delivery of PT. Cardig Logistics Indonesia is 0.942, which means it has a powerful influence in a positive direction.
4. Based on multiple linear regression analysis, it is known that there is a significant positive effect of the fleet availability (X1) and controlling (X2) variables on the delivery variable (Y) together (simultaneously). Meanwhile, the contribution of the variable availability of the fleet (X1) and the implementation of controlling (X2) is 88% which means significant in the smooth delivery (Y) of PT. Cardig Logistics Indonesia, while the remaining 12% is the influence of other factors.

CONCLUSION

Based on the analysis and discussion in this study, it can be concluded that 1) The fleet's availability in smooth delivery is in a good category. The lowest indicator is in statement item number 6 (The fleet used is still following the aged standard of use). The highest indicator is found in statement item number 7 (Each fleet is in good condition when making deliveries). Controlling contained in the smooth delivery of the category is acceptable. The lowest indicator is found in statement item number 6 (KPI implementation on each division's performance). The highest indicator is located in statement item number 9 (recording and adjusting the number of goods with warehouse checkers). The smooth delivery is in a suitable category. The lowest indicator is found in statement item number 8 (The document describes the type of item and destination of the goods and the number of goods to be sent). The highest indicator is found in statement item number 3 (Every movement of goods as per the plan).

2) Based on the research results, it can be concluded that from the effects of multiple regression analysis, the equation = 0.128 + 0.516 + 0.459, meaning that every change of one unit of variable score X1 will be followed by a difference in the value of variable Y by 0.516 times or a change in one unit of variable availability. Fleet increased 0.516 score variable smooth delivery of PT. A difference will follow Caridg Logistics Indonesia; every change of one unit score for the X2 variable in the Y variable value of 0.459 times or a change in one unit of the controlling variable increases 0.459 the smooth delivery of PT. Cardig Logistics Indonesia.

From the multiple correlation coefficient tests associated with interpretation, the results obtained from the r-value of 0.942 in the interval are 0.80-1.00, which means a definite relationship between fleet availability and control on a smooth delivery. The result of the calculation of the determinant coefficient or the determining coefficient of the value is 88%, which means that the contribution made by the fleet's availability and controlling to smooth delivery is 88%. The remaining 12% is the influence of other variables not examined. The simultaneous hypothesis testing results show that 107.187 > 3.35 and a significance of 0.000 < 0.05, then Ho is rejected, and Ha is accepted. Judging from the value of the multiple correlation coefficient, R = 0.942 means the magnitude of fleet availability and control on the smooth delivery of PT. Cardig Logistics Indonesia is 0.942, which means it has a powerful influence in a positive direction. Based on partial hypothesis

testing results between the variable fleet availability (X1) on the smooth delivery variable (Y) at PT. Cardig Logistics Indonesia, which amounted to 11.927 > 1.701 and significance of 0.000 <0.05, then Ho rejected and Ha accepted. Judging from the value of the correlation coefficient between fleet availability (X1) to the smooth delivery variable (Y) of 0.914 shows a powerful influence because it is in the interval (0.80 - 1.00). Based on partial hypothesis testing results between the controlling variable (X2) on the smooth delivery variable (Y) at PT. Cardig Logistics Indonesia, which amounted to 10.710 and significant 1.701 0.000 < 0.05 then Ho rejected and Ha accepted. Judging from the value of the correlation coefficient between the implementation of controlling (X2) on the smooth delivery variable (Y) of 0.897 shows a powerful influence because it is in the interval (0.80 - 1.00). This means that there is a positive and significant influence between fleet availability and controlling the smooth delivery of PT. Cardig Logistics Indonesia.

The suggestions in this study are 1) In terms of the availability of PT. Cardig Logistics Indonesia in supporting the smooth delivery. PT. Cardig Logistics Indonesia must rejuvenate the operating fleet so that it can play a leading role in shipping. And even post-delivery, the vehicle is still available for re-operation. 2) In terms of controlling PT. Cardig Logistics Indonesia in supporting the smooth delivery. PT. Cardig Logistics Indonesia must set KPIs for all divisions to run according to the standards and plans that have been planned. 3) In terms of a smooth delivery, delivery is hampered by the lack of detailed information on the shipping document. Thus, making it difficult for drivers to make deliveries. For this reason, the information in the shipping document must be complete with supporting the smooth delivery. 4) In terms of a smooth delivery, fleet availability and controlling constitute a very influential unit. It is hoped that other researchers can examine the effects of different aspects that can affect the smoothness of delivery besides fleet availability and controlling, including fleet quality, timeliness, and costs. By examining these aspects, an analysis of the influence on smooth delivery can be further developed.

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