



## THE ROLE OF EXCELLENT SERVICE FOR THE SUPPLY CHAIN MANAGEMENT SECTION TOWARDS THE PERFORMANCE OF PT ANGKUTAN SUNGAI DANAU PENYEBARANGAN (INDONESIAN FERRY)

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**Abstract:** The research wants to prove the role of Excellent Service in the Supply Chain Management Section on the Performance of PT Angkutan Sungai Danau Peberangan (Indonesian Ferry). The total population is 145 new students in 2020-2021, the sample is determined using the Slovin formula with a total of 107 people. The results showed that all data were from the Service Excellence variable and the PT ASDP (Indonesian Ferry) Performance variable. Declared valid and reliable. Corrected item-total correlation data for Service Excellence variable data is between 0.322 -0.538 greater than 0.300. So it is declared valid. Corrected item-total correlation data for PT ASDP (Indonesian Ferry) Performance variable data is between 0.308 -0.738 smaller than 0.300. declared valid. Cronbach's Alpha values for the Service Excellence and PT ASDP (Indonesian Ferry) performance variables are 0.802 and 0.929, respectively, which are greater than 0.700, so they are declared reliable. This means that the questionnaire used to collect data is a quality questionnaire and meets the requirements to collect data. The data proved to be normally distributed with asymp.sig values of 0.098 and 0.112. The simple linear regression equation is  $Y = a + b X$ .  $Y = 7.145 + 1.115 X$ . The meaning of this simple linear regression equation is: If without Service Excellence, then the Performance of PT ASDP (Indonesian Ferry) has a value of 7.145, but if it is added Service Excellence, then the performance value of PT ASDP (Indonesian Ferry) from 7.145 will increase to 7,145 + 1,115 by 8,260. So to improve the Performance of PT ASDP (Indonesia Ferry) it is necessary to increase the Service Excellence of the Supply Chain Management Work Unit. The author has proven that Service Excellence affects the Performance of PT ASDP (Indonesian Ferry) positively and significantly the calculated t test value is 20.279 > the t table value for 107 respondents according to Junaidi (2020:8) is 0.676. The arithmetic significance value is 0.000 <0.05.

**Keywords:** Service Excellence Supply Chain Management Unit, Performance Of PT ASDP (Indonesian Ferry)

## INTRODUCTION

PT Angkutan Sungai Danau and Penyeberangan (ASDP) is a State-Owned Enterprise (BUMN) which was established in Jakarta in 1993 based on the Notary Deed of Imas Fatimah.S.H dated June 29, 1993 with deed number 82 concerning Limited Liability Company (Persero) PT Angkutan Sungai, Danau and Crossing. Notary Deed No. 82 has been ratified by the Decree of the Minister of Justice of the Republic of Indonesia dated December 8, 1993 number C2.1313294 HT.01.01-1993. PT ASDP's line of business is the operation of river and lake ports, sea transportation services, river and lake transportation services, ferry transportation services. PT ASDP has a leading vision in connecting communities and markets through integrated port crossing services and tourist destinations (ASDP, 2021:84) In order to achieve the vision of PT. ASDP, PT. ASDP sets out a mission: creating and optimizing corporate value. , emphasizing operational excellence, actively supporting and playing a role in economic development through logistics services and selected tourist destinations, consistently prioritizing safety and friendly, sincere and quality services, implementing sustainable environmental standards.

The vision and mission of PT ASDP is achieved by providing integrated port crossing services by providing ports and ferries for the community. According to the 2021 Annual Report, PT ASDP divides the territory of the Unitary State of the Republic of Indonesia into 4 integrated port crossing service regions, namely Regional I domiciled in Batam, Regional II based in Merak, Regional III based in Banyuwangi and Regional IV based in Ambon. Regional I manages ASDP Branch Offices on the island of Sumatra, Regional II manages ASDP Branch Offices in Banten, DKI Jakarta, West Java, Central Java and the Special Region of Yogyakarta and Kalimantan island, Regional III manages ASDP Branch Offices in East Java, Bali Province, West Nusa Tenggara, East Nusa Tenggara, Regional IV manages Branch Offices on the islands of Sulawesi, Ambon and Papua. The number of ASDP Branch Offices in Indonesia is 29 Branch Offices serving 237 integrated port crossing routes using 145 ferries. Moehariono (2018:161) explains that a company is required to produce company performance to prove that the company is in accordance with the company's plan, because the company's plan is a manifestation of the company's vision and mission. According to Moehariono (2018:161) the company's performance is the result of the company's work within a certain time (usually 1 year).

In achieving strategic goals in order to realize the company's vision and mission. Moehariono (2018:158) explains that the company's performance measurement should use the Balance Score Card (BSC). According to Moehariono (2018: 158) BSC is a scorecard that is used to record the results of the organization's work and is compared with the targets that have been previously set. The BSC consists of 4 (four) perspectives, namely financial perspective, customer perspective, internal business process perspective, learning and growth perspective. The author observes that the total revenue of PT ASDP in 2020 was IDR 3,042,520 billion while the revenue in 2019 was IDR 3,125,252 billion, so that the revenue in 2020 is smaller when compared to the revenue in 2019. This information indicates that there is a problem with the income of PT ASDP (Indonesian Ferry). ). Placek (2020: 1) explains that service excellence affects performance in the form of Regional Original Income for Mayors in the Czech Republic. Taking into account Placek's opinion (2020:1) the author conducted research on service excellence or excellent service at PT. ASDP in particular the performance of the Supply Chain Management Section. The author observed that from 348 items of goods sent there were 71 items of goods that were late at the location of the Branch Office of PT. ASDP or 20.40% experienced delays. This information explains that there is a problem with excellent service carried out by the Supply Chain Management Work Unit at PT ASDP (Indonesian Ferry).

## LITERATURE REVIEW

### Excellent Service Supply Chain Management Unit

According to Zaenal and Wijaya (2018: 1) Excellent service is a translation of the term "excellent service" which literally means the best or very good service. It is called very good or the best because it is in accordance with applicable service standards or is owned by a service provider agency. Rahmayanty (2020: 17) explains that what is meant by excellent service is excellent service to customers so that customers feel that getting the service exceeds customer expectations. According to the opinions of experts, it can be explained that excellent service is the service that best suits customer needs so that customers feel satisfied and happy and want to repeat enjoying similar services. The dimensions and indicators of excellent service are that there is cooperation, there are work procedures, there is employee training, there is job satisfaction, there are appropriate rewards and rewards. The dimensions of Excellent Service each have indicators for materials to make a questionnaire with the following details:

1. The dimensions of cooperation consist of several indicators:
  - a. There is good cooperation between the leadership and staff in the SCM division
  - b. There is good cooperation between employees in the SCM division
  - c. There is good cooperation between SCM division employees and Branch Office employees
2. Dimensions of written work procedures consist of several indicators:
  - a. There is a written working procedure on how to order goods from the Branch Office to the SCM division.
  - b. There is a written work procedure to fulfill the number of requests for goods.
  - c. There is a written work procedure for sending goods from the SCM division to the Branch Office.
  - d. There is a written work procedure for receiving goods at the Branch Office
3. The dimensions of employee training consist of several indicators:
  - a. There is training on written work procedures on how the Branch Office orders goods.
  - b. There is training on written work procedures on how the SCM division fulfills requests for goods from the Branch Office.
  - c. There is training on written work procedures on how to send goods to the Branch Office of the SCM division.
  - d. There is written work procedure training on how to receive goods at the Branch Office from the SCM division.
4. The dimensions of job satisfaction consist of several indicators:
  - a. Employees are satisfied with the types of goods ordered by the Branch Office which are fulfilled by the SCM division.
  - b. Employees are satisfied with the number of items ordered by the Branch Office fulfilled by the SCM division.
  - c. Employees are satisfied with the amount of goods received matches the amount in the manifest of the SCM division.
  - d. Employees are satisfied with the number of items received at the Branch Office on time.
  - e. Employees are satisfied with the number of goods received at the Branch Office intact (not damaged).
5. Dimensions there are rewards and rewards according to several indicators:
  - a. Employee salaries are in line with employee expectations.
  - b. Employee benefits are in line with employee expectations.
  - c. Employees who excel are rewarded.
  - d. Employees who violate the rules are penalized

### PT ASDP Performance

According to Maharani & Budiasih (2018:643) performance is a description of an achievement of a program or activity in an organization in achieving targets carried out by strategic planning. Organizational performance according to Rangkuti (2016:204) can be measured using the Balanced scorecard. According to Rangkuti (2016: 204), the balanced scorecard is a number of integrated performance benchmarks that come from the company's strategy and support the company's strategy throughout the organization. Moehariono (2020: 171) explains that the company's performance is the result of the company's work to achieve company goals. Company performance can be measured by a balance score card for companies according to Moehariono (2020:171). The Balance Score Card according to Moehariono (2020:171) has dimensions consisting of dimensions of stakeholder perspective, interactive process perspective, innovation and learning perspective, financial perspective. - indicators are explained as follows:

1. The dimensions of the stakeholder perspective consist of several indicators, including:
  - a. Operational costs in 2020 are greater than revenues in 2020.
  - b. PT. ASDP is beneficial for the people of Indonesia.
  - c. PT. ASDP affects the behavior of the community around the port.
  - d. The government is satisfied with the services of PT. ASDP.
  - e. Customers are satisfied with the services of PT. ASDP.
2. The internal process perspective dimension consists of several indicators:
  - a. Employees of PT. ASDP works according to Standard Operating Procedure (SOP).
  - b. Employees of PT. ASDP works on time.
  - c. Employees of PT. ASDP works on time when he comes home.
  - d. Communication between the leadership and employees of PT ASDP went smoothly.
  - e. Communication between employees of PT. ASDP is running smoothly.
  - f. Employees of PT. ASDP cares about the environment.
  - g. PT. ASDP is fair in making decisions.
3. The dimensions of innovation and learning consist of several indicators:
  - a. PT. ASDP never had an accident during 2020.
  - b. PT. ASDP trains new SOPs on PT ASDP employees.
  - c. PT. ASDP utilizes information technology when managing PT ASDP.
  - d. PT ASDP trains information technology materials for PT ASDP employees.
  - e. PT ASDP innovates on crossing services.
  - f. PT ASDP provides opportunities for employees to innovate.
  - g. PT ASDP improved the SOP which slowed down service to customers.
4. Dimensions of financial perspective with several indicators, including:
  - a. The market share controlled by PT ASDP is greater than the market share controlled by the customer ing.
  - b. PT ASDP's revenue in 2020 is greater than 2019.
  - c. PT ASDP's Operational Costs in 2020 are lower than in 2019.
  - d. PT ASDP's profit in 2020 is greater than in 2019.
  - e. PT ASDP's revenue realization was higher than PT ASDP's revenue target.
  - f. The realized costs of PT ASDP 2020 are smaller than the budgeted costs of PT ASDP 2020.

### RESEARCH METHODS

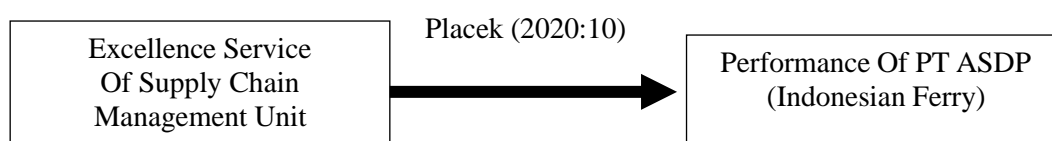
This study uses quantitative, descriptive, verification research methods. Quantitative research is research whose data is in the form of numbers that describe the respondent's perception of something asked to the respondent. Descriptive research is research that explains, describes the average value of a variable and groups the average value into groups

that are very bad, not good, quite good, good, very good. the average is not good, so it deserves to be studied. Verificative research is research that wants to prove the hypothesis that there is an influence of independent variables on the dependent variable. In this study, verification research was carried out by proving that there is a role for Service Excellence in the Work Unit on the Performance of PT ASDP.

### Types and Sources Of Data

The data used in this study is interval data with reference to the Likert scale (Waskito, 2020: 15). The scores of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). The data is taken from a questionnaire that has been filled in by the respondents who have been assigned.

### Concept Of Frame Work



### Hypothesis:

Excellent Service of the Supply Chain Management Work Unit affects the Performance of PT ASDP (Indonesian Ferry)

### Identifying Variables

1. Independent Variable is Excellent Service Supply Chain Management Work Unit
2. Dependent Variable is the Performance of PT ASDP (Indonesian Ferry)

### Operational Definition

1. Rahmayanty (2020: 17) explains that what is meant by excellent service is excellent service to customers so that customers feel that getting the service exceeds customer expectations
2. Moehariono (2020: 171) explains that the company's performance is the result of the company's work to achieve company goals. Company performance can be measured with a balance score card for companies according to Moehariono (2020:171)

### Sampling technique

The study used the proportionate stratified simple random sampling method, meaning that all employees at 29 PT ASDP Branch Offices were given the same opportunity to become respondents regardless of the level of position they had. The researcher applies the proportion of the number of respondents for each study program in accordance with the total population of employees as much as . Sugiyono (2018: 128) explains that the number of samples is determined by the formula:  $n = N : \{1 + N (e)^2\}$  with the information that  $n$  is the number of samples,  $N$  is the number of population (145) ,  $e$  the level of sample error that can be justified is 0.05. Referring to the opinion of Sugiyono (2018: 128), it can be determined that the number of samples is 107 respondents.

### Data Analysis Techniques

Data was analyzed by regression equation on SPSS version 23 Regression Equation is:  
 $Y = a + b X$

## Description:

X = Excellenent Service

Y = Performance Of PT ASDP (Indonesian Ferry) Performance

a = constant

b = regression coefficient

**FINDING AND DISCUSSION**

The results of this study will present the validity test, reliability test, normality test, description test, regression equation, hypothesis testing calculated by simple linear regression equations.

**Table 1. Validity Test**

No	Variable	Question Number	Corrected Item-Total Correlation	Standard	Decision
1	Excellent Service	P1-P25	0,321-0,559	0,300	Valid
2	Performance Of PT ASDP	P1-P20	0,322-0,538	0,300	Valid

Source: Questionnaire (2022)

Waskito (2020: 38) explains that if the value of Corrected Item - Total Correlation > 0.300, then all indicators in the variable are declared valid. The information in table 1 explains that all the values for the Corrected Item - Total Correlation > 0.300. Paying attention to the information above and referring to Waskito's opinion (2020: 38) it can be explained that the data on the indicators of all variables are declared valid. The meaning of data that has been declared valid is that the questionnaire has provided the respondent with an opportunity to strongly disagree, disagree, quite agree, agree, strongly agree and the respondent has given the answer according to the respondent's perception. Because all data is called valid, the questionnaire is designated as a quality questionnaire to collect data for this research

**Table 2. Reliability Test**

No	Variable	Cronbach's Alpha	Standard	Decision
1	Service Excellence	0,799	0,700	Reliable
2	Performance Of PT ASDP (Indonesian Ferry)	0,929	0,700	Reliable

Source : Questionnaire (2022)

Information in table 2 of Cronbach's Alpha column explains that the Cronbach's Alpha value for all variables is above 0.700. Waskito (2020: 64) explains that if a variable has a Cronbach's Alpha value above 0.700 then the data on all variables are declared reliable. The meaning of reliable information is that the respondent will give the same answer whether the question was stated yesterday, today and forever. Because all the data is called reliable, then the questionnaire can be determined that the quality of the questionnaire is to collect the data of this research.

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test			
		X	Y
N		107	107
Normal Parameters <sup>a,b</sup>	Mean	65,747	
		7	80,4766

	Std.	9,7681	12,2068
	Deviation	6	2
Most Extreme Differences	Absolute	,086	,078
	Positive	,063	,068
	Negative	-,086	-,078
Test Statistic		,086	,078
Asymp. Sig. (2-tailed)		,098 <sup>c</sup>	,112 <sup>c</sup>
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			

The information in table 3 explains the asymp.sig value for excellent service variable of 0,098, for the Performance Of PT ASDP (Indonesian Ferry ) variable of 0.112, Waskito (2020: 72) explains that if each variable has an asymp.sigvalue above 0.050 then all data on that variable has been declared to have been normally distributed. Paying attention to the information in table 3 which states that the asymp.sig valueof all variables is more than 0.050 and referring to Waskito's opinion (2020: 72) it can be explained that data on Service Excellence variable, Performance Of PT ASDP (Indonesian Ferry) variable are normally distributed. The meaning that has been normally distributed is that the respondent has given an opinion that strongly agrees, agrees, quite agrees, disagrees and strongly disagrees according to the respondent's perception.

**Table 4. Description Test**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Excellent Service	107	2,80	3,76	3,28	,48
PT ASDP Performance	107	2,73	3,79	3,21	,48
Valid N (listwise)	107				

Resource : Questionnaire (2022)

Information in table 4 explains that the mean value of Excellent service is 3.28, the mean of PT ASDP ( Indonesian Ferry) Performance is 3.21,. Waskito (2020: 91) the mean of an ideal variable to be researched should be below 3,400 because the value of 3,400 is a fairly good interpretation of the state of the variable. A fairly good variable is a variable that is not good enough, so it deserves to be researched. Variables that have a mean value above 3,400 are not suitable for research because they have been interpreted as good variable. Taking into account the information in table 4 and Waskito's opinion (2020: 91) it can be explained that all variables in this research are worthy of being researched because they still get an average value. the average is less than 3,400 and is classified as an unfavorable variable.

In the Service Excellence variable, there is 1 indicator that gets the greatest value, namely P7. There is a written procedure for receiving goods at the destination Branch Office with an average value of 4.32. there is 1 indicator that has the smallest average value, namely P 16. Ordered goods are received in an undamaged condition with an average value of 2.74 (disagree) This information shows that respondents are actually disappointed that the goods received are not intact.

The performance of PT ASDP (Indonesian Ferry) has 1 indicator that has the greatest value, namely P5. Customers are satisfied with the services of PT ASDP (Indonesian Ferry). with an average value of 3.78 (agree). There is 1 indicator that has the lowest average value is P 3. PT ASDP (Indonesian Ferry) influences the behavior of the community around the port

with an average value of 2.96 (good enough). ADP (Indonesian Ferry) affects people's behavior in choosing the mode of transportation.

### Regression Equation

The Regression Equation of the Effect of Service Excellence on the Performance of PT ASDP (Indonesian Ferry) is presented as follows:

$$Y = a + b X$$

Y = PT ASDP (Indonesian Ferry) Performance

a = constant

b = regression coefficient

X = Service Excellence

The information in table 5 is used for materials to create regression equation

**Table 5. Regression Components**

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	7,145	3,655	1,955	,053
X	1,115	,055	20,279	,000

Source : Questionnaire (2022)

The information in table 5 explains that the constant value (a) is 7.145, the regression coefficient value (b) is 1.115 so that the Multiple Linear Regression Equation is:

$$Y = a + b X$$

$$Y = 7.145 + 1.115 X$$

The meaning of this simple linear regression equation is:

If there is no service excellence, then the performance value of PT ASDP (Indonesian Ferry) is only 44.145. If you add one service excellence unit, then the performance value of PT ASDP (Indonesian Ferry) which was originally only 7,145 will change to  $7,145 + 1,115 = 8,260$ . So to improve the performance of PT ASDP (Indonesian Ferry) it is necessary to improve service excellence from the Supply Chain Management Unit

The author proves Service Excellence Supply Chain Management Work Unit affects the Performance of PT ASDP (Indonesian Ferry).

**Table 6. Proof**

Model	Standardized Coefficients Beta		t	Sig.
1 (Constant)			1,955	,053
X	,893		20,279	,000

Source: Questionnaire (2022)

The information in table 6 explains that:

The value of t count is 20.279 . the value of t table for 107 respondents according to Junaidi (2020:8) is 0.676 . Value of t count > value of t table. According to Waskito (2020: 115) if the t-count value > the t-table value, it can be proven that there is a positive influence of the independent variable on the dependent effect. Taking into account the t-test value > the t-table value and by paying attention to Waskito's opinion (2020: 115), it can be proven that there is a positive influence on Service Excellence to PT ASDP (Indonesian Ferry) Performance. The calculated significance value is 0.000. Waskito (2020:116) explains that if



the significance value is less than 0.05, it can be proven that there is a significant effect of the independent variable on the dependent variable. Paying attention to the significance value of the research results of  $0.000 < 0.05$  and paying attention to Waskito's opinion (2020:116) it can be proven that there is a significant effect of Service Excellence on the Performance of PT ASDP (Indonesian Ferry). Taking into account the evidence, it can be proven that there is a positive and significant influence on Service Excellence on the Performance of PT ASDP (Indonesian Ferry).

### Discussion

There is a positive and significant effect on Service Excellence Performance on PT ASDP (PT Indonesian Ferry). The author has succeeded in proving Placek's opinion (2020:1) at the Supply Chain Management Work Unit of PT ASDP (Indonesian Ferry) in Jakarta by using PT ASDP employees in 29 Branch Offices as respondents.

### CONCLUSION AND RECOMMENDATION

There is a positive and significant effect Service Excellence to the Performance of PT ASDP (Indonesian Ferry)

### Recommendation

Since Service Excellence is proven to be an influencing variable, the first thing that must be corrected is the Service Excellence variable. Repairs must start with the indicator from Service Excellence which gets the lowest score, namely P 16. Employees are dissatisfied because the goods received at the Branch Office are not intact or damaged. The suggestion for improvement is that the goods should be wrapped in strong anti-shock packaging that can protect the contents, so that the goods when they arrive at the PT ASDP Branch Office location can be received intact.

The next variable that is improved is the performance of PT ASDP (Indonesian Ferry) because it is the variable that is affected. Improvements started from the indicator that obtained the lowest score, namely P 3, namely the presence of PT ASDP (Indonesian Ferry) according to some respondents, which had not affected the behavior of the community around PT ASDP. The proposed solution to fix this is that the people around the port should be informed when the Ferry arrives, and the ferry departs so that the community has time to prepare for their departure using the Ferry from PT ASDP.

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