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IMPROVEMENT OF LOGISTIC COMPANY PERFORMANCE THROUGH PLANNING, TEAM CAPABILITY AND SALES SUPPORT

Servita Caroline[1], Agustinus Hariadi DP[2]
[1] Department of Management Mercu Buana University, Indonesia, servita.caroline@gmail.com
[2] Department of Management Mercu Buana University, Indonesia, agus.hariadi.dp@gmail.com

Corresponding Author: First Author

Abstract: The purposes of this research are to find out how strong and in what direction planning has an impact on team capabilities, sales support, team capabilities towards company performance, and sales support towards company performance. In this study, the data would be analyzed using the PLS-SEM method at two degrees of confidence which involved all employees at the company where the research was conducted, a total of 70 employee respondents. According to the findings obtained using two levels of confidence, namely the 5% significant test, planning had a positive and insignificant effect on team capability, planning had a positive and significant effect on sales support, team capability had a significant and positive effect on company performance, and sales support had a positive but not significant effect on company performance. Meanwhile, in the 10% significant test, it was found that changes in the planning relationship on team capabilities had a positive and significant effect on sales support.

Keywords: Planning, Team Capabilities, Sales Support, Company Performance, Logistics, PLS-SEM.

INTRODUCTION

Business expansion is directly proportionate to a country's economic growth because as the economies grow, so do the business opportunities. The pace of business development in Indonesia is quite good, as given the recent increase in economic growth, namely 5.06 % in 2018 and 5.07 percent in 2019 (as reported by the Central Statistics Agency in Bisnis.com), although the increase not too significant but still have an effect on the development of existing businesses, one of which is the rampant development of business competition in the field of logistics services.

The logistics company at the Bizpark Cakung warehouse area is one of the enterprises that deals with the distribution of goods by land, sea, and air and has been in operation since 2007. Several issues affecting the company's performance have arisen throughout time. This organization has excelled in several areas, including operational activities, customer service administration, and financial management. Delays in the delivery of items that are still found after the deadline are examples of operational problems. As a result of the problems encountered by the logistics company

in the Cakung area, it is essential to boost the company's performance through planning, team capabilities, and sales support so that the business can run more smoothly and provide customer satisfaction with better company performance, as evidenced by previous studies.

Aldehayyat (2011) identified a strong positive relationship between strategic planning and company performance in his research. According to Innocent & Levi (2017), there is a link between effective strategic planning and organizational performance, and obstacles in planning implementation include a lack of accountability, commitment, and understanding of the role in process execution. Besides that, Ping and Cheng (2015) conducted research using PLS and found that team building and participation only affect team trust and project performance, but team trust can affect team cohesion, i.e., if team trust is developed, relationships between team members are fostered, allowing them to engage and collaborate better as a cohesive project team. Furthermore, research by Hendi, et al (2018) revealed that planning had a positive and significant effect on performance.

Based on the importance and significance of this study, the author will employ the PLS-SEM analysis method to improve the performance of logistics companies by examining planning factors, team capabilities, and company sales activities in order to identify the most influential factors in improving company performance and solutions.

LITERATURE REVIEW
Company Performance
According to A.A Anwar Prabu Mangkunegara (2013), company performance is defined as a work result accomplished by an employee in carrying out his duties in line with the obligations assigned to the employee, both in terms of quality and quantity. Performance is also a result achieved by an organization, both profit- and non-profit-oriented organizations, over a specific time period (Fahmi, 2014). The term "company performance" refers to a description or state of a corporation that is the consequence of management efforts**.**

Performance measurement is critical for a company's ability to convey strategy into action in order to meet its goals (Giri, 1998 in Dewi, 2015). In general, good performance measurement possesses the following features (Horngren, 1998 in Dewi, 2015):
1. Relating to the company's objectives
2. Useful in evaluating
3. Have a logical purpose
4. Included in the category of easy measurement
5. Employees' activities play a role that can have an impact.

Planning
According to A. O. Oparanma, D. I. Hamilton, and S. A. Jaja (2009), the only way to manage a chaotic and competitive business environment is to execute planning as a strategy. They advocate for every company's chaotic environment to be managed by strategic management planning, formulation, and implementation. M. B. Baridam (1995) also agrees that when the company environment becomes unmanageable, the first managerial responsibility is to make strategic plans.

Team Capability
Capability can be defined as a person's ability. Ability refers to an individual's ability to do a variety of activities in the workplace. The meaning of capability is more than just having talents; it is about understanding more in depth so that they can truly master their abilities, from their weak points to how to overcome them. Organizational capability is defined as a company's ability to mobilize its resources, both tangible and intangible, to undertake tasks or activities that will increase

performance (Amit and Schoemaker, 1993; Grant, 1991; Teece et al., 1997). Organizational capability is defined by Helfat and Peteraf (2003) as an organization's ability to undertake a coordinated series of tasks while leveraging organizational resources in order to achieve specific end results.

Logistics

To meet the present demand, logistics can be characterized as a chain of commodities distribution flow from one starting point to the point of consumption, which is the customer. In general, physical things involved in the process of integrating information flow, material processing, production, packaging, inventory, shipping, warehousing, and security are referred to as logistics (Li, X., 2014:1). Logistics also refers to the process of efficiently and effectively planning, implementing, and controlling the flow and storage of products, services, and related information from point of origin to point of consumption. The transfer of raw materials to manufactured products inside an organization is managed through logistics management. Logistics refers to the practice of planning and coordinating actions to ensure that resources are available and processes are completed efficiently and effectively (Mellat-Parast and Spillan, 2014).

RESEARCH METHODS

This research is a quantitative research with data collection through surveys and data processing using PLS analysis techniques. The location of this research was carried out at one of the logistics companies in the Bizpark Cakung area. The population in this study were all employees of a logistics company in Bizpark Cakung with a total of 70 employees. The sampling technique in this study was purposive sampling method. Meanwhile, the method for analyzing data is using SmartPLS software with the following flow chart:
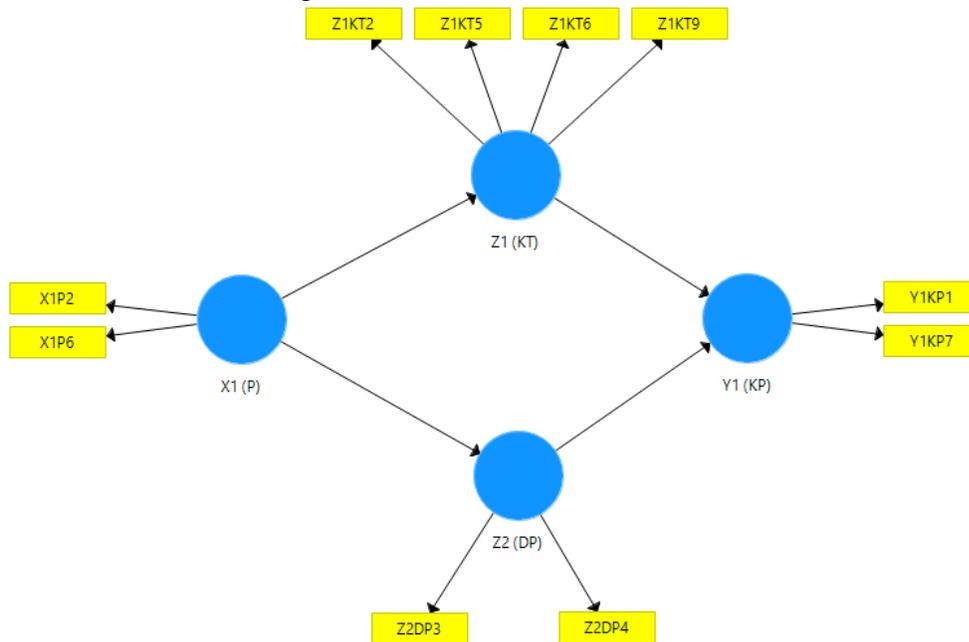
Source: Picture of Research (2021)
Figure 1. Path Diagram

FINDINGS AND DISCUSSION
FINDINGS
Descriptive Statistics of Research Variables

The descriptive statistics of the variables in this study can be seen in the following table:

Table 1. Descriptive Statistics of Research Variables

Variable	Indicator	Mean
Planning (X1)	X1P1	4,086
	X1P2	4,500
	X1P3	4,286
	X1P4	4,057
	X1P5	4,043
	X1P6	4,029
Team Capability (Z1)	Z1KT1	3,386
	Z1KT2	3,957
	Z1KT3	3,286
	Z1KT4	3,929
	Z1KT5	4,129
	Z1KT6	4,000
	Z1KT7	4,257
	Z1KT8	3,929
	Z1KT9	4,114
Sales Support (Z2)	Z2DP1	4,357
	Z2DP2	4,086
	Z2DP3	4,543
	Z2DP4	4,543
Company Performance (Y1)	Y1KP1	4,086
	Y1KP2	3,957
	Y1KP3	3,857
	Y1KP4	4,086
	Y1KP5	4,114
	Y1KP6	3,914
	Y1KP7	3,900
	Y1KP8	4,371
	Y1KP9	4,457
	Y1KP10	4,400
	Y1KP11	4,443
	Y1KP12	4,357

Source: Processed data (2021)

PLS-SEM Analysis

After the questionnaire data is collected from the 70 employees who participated in this study, it is processed using PLS-SEM by going through the following stages:

Outer Model Evaluation

The outer loading value of <0.7 indicates that the indicator has a low correlation with the conceptual framework, and thus the indicator should be eliminated from the PLS-SEM analysis. The variables in this study have an AVE value greater than >0.5, as indicated in the table below.

Table 2. AVE Testing Table after revision

Variable	AVE Score (Average Variance Extracted)
Planning (X1)	0,689
Team Capability (Z1)	0,704
Enterprise Support (Z2)	0,883
Company Performance (Y1)	0,919

Source: Processed data (2021)

As shown in the table above, the AVE value was greater than 0.5 after several indicators failed the discriminant validity test; this indicates that all variable indicators passed the discriminant validity test requirements. Following the revision, the researchers conducted a cross loading test and discovered that all of the indicators that comprised each variable met the requirements for convergent validity, AVE, and discriminant validity. Specifically, the value of cross loading was greater than 0.7. (Jogiyanto, 2005). The indicator has attained the required level of validity and can proceed to the next testing stage.

The study conducted reliability testing and determined that the composite reliability value obtained was greater than 0.7. Additionally, reliability testing can be determined by the presence of a reliable Cronbach's alpha value.

Inner Model Evaluation

The inner model evaluation (Structural model test) is a method for determining the direct and indirect effects of variables on one another. The R-square is the starting point for this PLS-SEM evaluation. The R-square value for the Company Performance variable is 0.547, as determined by this test. According to the goodness of fit value, the Q2 value is the coefficient of determination (R-square) in the regression analysis, and a higher R-square value indicates that the model is more fitted to the data. The following procedure is used to determine the value of Q2 (Hair, F, Black, Babin, & Anderson, 2010)

Q^2 = $1 - (1 - R_1^2)$
Q^2 = $1 - (1-0,547)$
= $1 - (0,453)$
= $0,547$

Based on the results of Q2, a hash value of 0.547 was obtained, indicating that the magnitude of the variation in the penelitian data can be explained by the structural model that was developed during the penelitian. This model has a goodness of fit of 54,7 percent, indicating that the structural model developed during the penelitian has a sufficiently good goodness of fit. The GoF's nilai ranges from 0 to 1, with the following nilai-nilai interpretations: 0,1 (light), 0,25 (moderate), and 0,36 (heavy) (Ghozali & Latan, 2012).

Hypothesis test

Table 4. Results of Research Hypothesis Testing, 5%

No.	Research Hypothesis	Conclusion
1	H1 : There is a positive and significant influence between planning (X1) on team capability (Z1)	Rejected

2	H2 : There is a positive and significant influence between planning (X1) on sales support (Z2)	Accepted
3	H3 : There is a positive and significant effect between team capability (Z1) on company performance (Y1)	Accepted
4	H4 : There is a positive and significant influence between sales support (Z2) on company performance (Y1)	Rejected

Source: Data of Reasearch (2021)

Table 5. Results of Research Hypothesis Testing, 10%

No.	Research Hypothesis	Conclusion
1	H1 : There is a positive and significant influence between planning (X1) on team capability (Z1)	Accepted
2	H2 : There is a positive and significant influence between planning (X1) on sales support (Z2)	Accepted
3	H3 : There is a positive and significant effect between team capability (Z1) on company performance (Y1)	Accepted
4	H4 : There is a positive and significant influence between sales support (Z2) on company performance (Y1)	Rejected

Source: Data of Reasearch (2021)

DISCUSSION
Planning Has Strength and Direction of Positive Influence on Team Capabilities

Hypothesis testing revealed that the proposed hypothesis H1 was rejected. The influence of planning, with a path coefficient of 0.350, can be interpreted as having an effect, but the t-statistic value is less than 1.994, or 1.608, indicating that the relationship is not significant. These findings corroborate research conducted by (Nugroho, 2011) indicating that organizational capacity, which includes factors such as teamwork capability and work habits, all have a positive effect on planning. Although the effects of planning on team capability are not statistically significant, they are beneficial. However, in the tests presented in Table 4.16, the conclusions differ in that H1, which was initially rejected, is now accepted; this means that the hypothesis is accepted but with a low level of confidence, as the level of confidence has been reduced from 5% to 10%. This difference is inversely proportional to the findings of research (Nugroho, 2011), which indicate that team capability has a small but significant effect on planning. This means that the planning process at the company where the research is conducted has an effect on the team's capabilities, but only by lowering the level of trust to a point where the team's capabilities are improved when balanced with careful planning.

Planning Has Strength and Direction Of Positive Influence On Sales Support

The proposed H2 study is accepted based on the hypothesis testing presented in table above. In the analysis above, the influence of planning is interpreted as having a positive effect, and the t-statistic value of 3.125, which is greater than 1.994, indicates that the relationship is significant. These findings corroborate research conducted by (Hartono, 2013) that marketing management is a process that entails planning, implementing, and controlling the exchange of goods, services, and

ideas with the goal of generating satisfaction for all parties involved. The planning stage is critical to the marketing organization's continuity and success. As a result of this statement, it is clear that planning and sales support have a beneficial relationship. This means that the level of success of this company's sales is inextricably linked to careful planning, because planning includes a strategy to support the company's sales.

Planning Has Strength and Direction Of Positive Influence On Sales Support

The proposed H2 research is accepted based on the hypothesis testing presented in the table above. In the analysis above, the influence of planning is interpreted as having a positive effect, and the t-statistic value of 3.125, which is greater than 1.994, indicates that the relationship is significant. These findings corroborate research conducted by (Hartono, 2013) that marketing management is a process that entails planning, implementing, and controlling the exchange of goods, services, and ideas with the goal of generating satisfaction for all parties involved. The planning stage is critical to the marketing organization's continuity and success. As a result of this statement, it is clear that planning and sales support have a beneficial relationship. This means that the level of success of this company's sales is inextricably linked to careful planning, because planning includes a strategy to support the company's sales.

Team Capabilities Have Strength and Direction of Influence on Company Performance

The proposed H3 research is accepted based on the hypothesis testing presented in the table above. In the analysis above, the influence of team capability is interpreted as having an effect, and the t-statistic value of 4.681, which is greater than 1.994, indicates that the relationship is significant. These findings corroborate research by (Wijaya & Suhaji, 2012) and (Anggraeni & Nenny, 2011) indicating that team capability has a positive and significant effect on business performance. This statement implies that in order to improve the performance of this business, a significant contribution from the capabilities of its team is required.

Sales Support Has Strength and Direction of Influence on Company Performance

The proposed H4 is rejected based on the hypothesis testing presented in the table above. In the analysis above, the path coefficient value of 0.018 indicates that sales support is influential, but the t-statistic value is less than 1.994, or 0.163, indicating that the relationship is not significant. These findings corroborate research by (Sumiati, 2015) that sales ability has a positive effect on a company's sales performance, implying that sales have a positive effect on performance. Although sales support does not have a significant impact on the company's performance, it does have a positive effect. This means that sales support does not contribute significantly to the company's performance improvement.

CONCLUSION AND RECOMMENDATION

The following conclusions can be drawn from the study's findings:

Planning has a positive effect on team capability but is not statistically significant with a path coefficient value of 0.350 and a t-statistic value less than 1.994, which is 1.608 at a 5% significance level, but has a positive and statistically significant effect at a 10% significance level, namely planning has a positive and statistically significant effect on team capability with the same path coefficient value. This means that the planning process at the company where the research is conducted has an effect on the team's capabilities, but only by lowering the level of trust.

Planning has a significant positive effect on sales support, with a path coefficient of 0.408 and a t-statistic value greater than 1.994, or 3.125. This means that the level of success of this company's sales is inextricably linked to careful planning, because planning includes a strategy to support the company's sales.

Team capability has a significant positive effect on company performance and is associated with a path coefficient of 0.734 and a t-statistic value greater than 1.994, which is 4.681. This indicates that the initial hypothesis, namely that there is a positive and significant relationship between team capability variables and firm performance, is accepted. This statement implies that in order to improve the performance of this business, a significant contribution from the capabilities of its team is required.

While sales support has a positive effect on company performance, it does not have a statistically significant relationship with a path coefficient of 0.0190 and a t-statistic value less than 1.994, which is 0.163. This means that the initial hypothesis, that sales support has a positive and significant effect on company performance, is rejected. This means that sales support does not contribute significantly to the company's performance improvement.

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