



Role of Operations Officers in Enhancing On-Time Delivery Performance at Lion Parcel Jakarta: A Review

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Abstract

Purpose: This study examines the role of operations officers in ensuring timely delivery of goods at Lion Jakarta Parcel, focusing on the challenges and procedures involved in achieving accuracy in delivery times.

Research Methodology: A qualitative research approach was used, involving field observations, interviews with relevant staff, and a literature review to understand the four key aspects influencing the accuracy of delivery: infrastructure, workforce, work procedures, and the implementation of activities.

Results: The research found that the timeliness of delivery is heavily influenced by the quality of facilities, the competence of operational staff, and the efficiency of work procedures. While most processes are in line with Standard Operating Procedures (SOP), human errors and infrastructure issues (such as broken computers and limited transport vehicles) often lead to delays. Improvements in these areas are essential for ensuring accurate and timely deliveries.

Conclusions: Operations officers play a critical role in ensuring the timely delivery of goods at Lion Jakarta Parcel. Their work, supported by proper infrastructure and well-established procedures, is vital for maintaining service quality and customer satisfaction. However, improvements in staff training, equipment maintenance, and operational procedures are needed to reduce errors and enhance delivery performance.

Limitations: The study is limited by its observational approach and the small sample size of interviews conducted. Further research could involve a broader range of participants and focus on a longer-term analysis of operational efficiency.

Contributions: This study contributes to the understanding of how operational staff influence delivery accuracy in the logistics sector, specifically within the context of air cargo services. It provides practical insights for improving delivery systems, particularly in developing countries, and offers recommendations for enhancing employee performance and infrastructure.

Keywords: Air Cargo, Customer Service, Delivery Timeliness, Infrastructure, Lion Jakarta Parcel

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1. Introduction

At this time, many companies are experiencing the impact of the Covid-19 pandemic, especially companies in the tourism sector. Wrong one company which moves the tourist sector PT Ensutama Travelindo, a leading provider of tour and travel services, is primarily involved (Meliyanih et al., 2021; Setyawati &

Aristiyanto, 2021). To support the company's performance, PT Ensutama Travelindo is expanding its business into the cargo sector by collaborating with PT Lion Parcel Express. PT Lion Parcel Express operates under the brand name Lion Parcel, a courier service provider in Indonesia. It offers domestic And International delivery services and is part of Lion Air. Lion Parcel has various types of service products, such as One Pack, Regpack, Bigpack, Interpack, Jagopack, and Docupack (Kuncoro & Harahap, 2021; Yuliandistary et al., 2019; Yustin et al., 2021).

In the time competition business era, more companies are delivering goods that rely on customer service (Burity, 2021; Dehghanpouri et al., 2020). In this case, every goods delivery service company uses marketing strategies such as picking up goods from consumers for free, which aims to increase quality waiter and trust consumer to company service delivery goods, besides That company must capable create products Which designed For fulfil need and study continuously (Heriyanto, 2021; Keke et al., 2021). According to Grechi and Maggi (2018), punctuality is the time from the time a customer purchases a product until it arrives. Timely delivery, to meet customer demand, is the only variable that is useful in increasing customer trust in the company (Munawar et al., 2021; Uvet, 2020). This allows consumers to feel that their desires and expectations for using the service are fulfilled, thus creating a sense of satisfaction (Ridho et al., 2021; Widiyanto et al., 2021). All employees must be educated. Training should be conducted according to the task, and not enough answers should be given before the run, so that a qualified workforce can be created (Agusinta et al., 2021; Niemi et al., 2020; Pavlides & Chow, 2018).

Facilities and infrastructure are highly influential in the implementation of a process. The main function of facilities and infrastructure is to create comfort and satisfaction, speed up and facilitate the work process, and increase productivity to obtain better quality results (Anggraini, 2021; Groen et al., 2019; Mbazor, 2020). There are many facilities, such as computers that support employee satisfaction, printers that support the work process, office telephones, CCTV that helps in cases of lost goods or files in the company, AC is very good, cars that are available if employees want to pick up goods and make deliveries. For employees, so that they feel comfortable and satisfied working in the company (Jensen & van der Voordt, 2021; Kulsum & Syah, 2017; Siswanto & Hidayati, 2020).

For support accuracy time, customer officer operation with fast and thorough inputting of customer shipment data. The clerk inputs data using the available computer, but a broken computer disrupts the operations. Furthermore, the computer had a poor connection, which further disrupted operations (Aprillita & Perkasa, 2021; Marcysiak, 2021). Customers' goods were sent that same day at night and transported by the courier; however, there were customer goods that were not transported with the courier, so the delivery was delayed, including the goods that address his no meet by system, so that officer a little long in process input data shipment (Abdullah, 2021; Dündar & Öztürk, 2020; Ejdays & Gulc, 2020). There is even a problem with customers who are not honest in heavy content goods shipment; the officer must be careful and weigh repeat goods shipment customers so that it is accurate based on the understanding of researchers (Kim et al., 2019; Satria, 2021; Schnieder et al., 2021). Thus, it can be concluded that the meaning of punctuality is that a delivery process that has been carried out must be appropriate (Dias et al., 2019; Solihin, 2021; Steever et al., 2019).

Power Work is the most important asset in realizing the company's objectives; therefore, so from that satisfaction the company must always ensure that the workforce is protected from their work, one way is by providing employee services. For given solution power work, For problem in work and also right right power work. with date and day Which determined, so that no become trigger customer For complaint. Purpose this research aims to find out, understand and observe the role of operations officers in handling punctuality at Lion Parcel using field observations (Fathihani, 2021; Fathihani & Nasution, 2021; Ikhsani et al., 2021).

2. Literature Review

According to [Kartikasari et al. \(2020\)](#) and [Rizqi and Sakinah \(2021\)](#), cargo is all goods sent by air (airplane), sea (ship), or land (container truck) to be traded, either between regions or cities within the country or between countries (international), which is known as export import.

1. Delivery Cargo Via Land

For land cargo deliveries, cargo is sent using transportation provided by the service provider, usually a truck, delivery vehicle, or logistics train (Kalog) ([Berlian Rms & Wahyuningsih, 2021](#); [Saputro & Soleha, 2021](#)). Land delivery services are usually used if the goods being shipped can be traversed by land routes within a distance limit. achieved. For example, delivery between the island of Java or even between cities. Cargo Land transportation is often used by local residents and businesses to deliver products to remote islands. This is because land shipping is considered cheaper, can be tracked, and protects goods from damage. Furthermore, land cargo allows goods to be sent to hard-to-reach destinations ([Isaenko et al., 2020](#); [Wardhani & Uly, 2024](#)).

2. Delivery Cargo via Sea

Delivery Cargo via sea is a type of delivery that is often done if the goods own volume that big with coverage delivery, Which Enough Far, like for example delivery machine industry between islands or sending transportation from one country to another. Sea transportation is the most frequently chosen route for cargo delivery because of the available space on boats, and there are almost No There limitations for shipping by ship. Furthermore, shipping cargo by sea is more affordable than land or air shipping. However, the downside is that shipping cargo by sea can take a long time for a single trip. Sea cargo is also a solution for shipments that cannot be transported by land. sent by land And air. This means that tracking the sea becomes a solution for businessmen with shipments containing hazardous substances such as chemical liquids, explosives, and gases ([Haralambides, 2019](#)).

3. Cargo via Air

Air cargo refers to any type of goods that are sent or transported using an airplane. It is equipped with document delivery goods such as High School (Letter Load Air) or AWB (Airwaybill). Air cargo is a shipping method that prioritizes speed.

If goods are sent via air, they will arrive until on 2-3 day However, cargo planes also have drawbacks, namely their relatively high cost and limited capacity to carry large loads. Air cargo is also one of the products from airlines, and at a time source income from airlines, so that moment This service Many airlines market their goods delivery services using air cargo ([Nunuh & Wulandari, 2021](#); [Ricardianto et al., 2021](#)). Security of Cargo and Post and the Supply Chain of Cargo and Post Transported by Aircraft, Cargo is any item transported by an aircraft other than postal items, consumables needed by the aircraft during the flight, and unowned baggage or luggage, Which Wrong handling. According to [Kartikasari et al. \(2020\)](#) and [Surya et al. \(2020\)](#), cargo is all goods sent by air (airplane), sea (ship), or land (container truck) to be traded, either between regions or cities within the country or between countries (international), known as export import. Cargo defined in a way simple is all (goods) which sent through certain modes of transportation such as air transportation, sea transportation, or land transportation, where each class of goods receives special attention in the transportation process ([Neal & Koo, 2020](#)).

According to [Parmenas \(2021\)](#), [Rodrigue \(2017\)](#), and [Susanto et al. \(2021\)](#), delivery is an effort to send goods from one part to another, which can make things easier for consumers. This shipping procedure describes the activities required to complete the task in accordance with industry regulations, provincial laws, or even standard self-alone business operations. With say other, procedure This can be interpreted as document Which containing a series instructions written Which has standardized And set to help

smooth the operational and administrative work within a company.

1. The retrieval package MP will be shared with Gentlemen courier in accordance with the route, which is made per day.
2. After receiving the package pickup from the application, please reconfirm the sender's confirmation regarding the item before pick up to avoid fake senders or those who have already picked up the item by another courier.
3. If possible, you can request a booking code in advance to avoid running out of time due to the courier being late for arrival for pick up.
4. After the package is taken and deposited at the office, please notice the return of heavy goods in accordance with the dimensional volume. If there is a difference with that stated in the application, confirmation is required first with the sender to avoid reprimands owing to additional shipping costs.
5. Please note that if there are two items, but the sender only inputs one code in the application, the items must be repackaged and made into one stack (maximum 50 kg Items Can Be Made into one) to avoid problems during delivery at Lion Parcel. If two items are more than 50 kg, it is necessary to reconfirm with the customer for additional information.
6. All packages, boxes, and documents from the sender that are not plastic must be repacked in plastic on the outside.
7. If the package is small, it must be placed in an A4 size envelope to prevent it from being lost or misplaced.
8. If there is a package in the form of a box that is not neat and is at risk of being damaged during the trip, it must be repacked with an additional box, bubble wrap, plastic wrap, or fragile duct tape on the outside.
9. Procedure Heavy Weight Lion Parcel goods weigh 50 kg and must be on a spreader board or legs with a size of 10 cm.
10. Service Onepack deliveries in the morning batch must be manifested and deposited at Kedoya Prison before 14.00 WIB.

Timeliness of delivery is when the order is sent completely and correctly on the date agreed upon between the store and the customer or before the agreed date (Ayuningtyas & Ilman, 2021; Susanto & Parmenas, 2021). (Setyawati et al., 2021; Wahyuningsih et al., 2021) stated that "timeliness is the use of information by decision makers before the information is available. lost capacity on his abilities For take decision" Accuracy time for For users of information, timely information means that the information delivered should not be out of date or become public knowledge. According to Priyono et al. (2021), Saputra and Kusnadi (2021), and Syahrial and Sudono (2021), the indicators of timely delivery include:

1. Fulfil promise in matter this package/document sent appropriate time in accordance with which promised.
2. Trust is defined as work that gives flavor, belief, and is not disappointing.
3. Not quite enough answer obligation or burden Which must carried or filled
4. Avoid postponing work, which is your obligation, for a quick finish.

Timely delivery is very important, considering that the timeliness of the delivery of purchased products will be an important factor in increasing customer satisfaction. Time delivery is the estimated term time

from when the customer orders the product until the ordered product arrives and is received. In this case, the timeliness of delivery is used as an assessment. urgency for implementing business service logistics. Which where all over package which enter Certain must Delivered on schedule. This will certainly impact customer satisfaction, which will have a positive or negative impact on the company's survival ([Sumaryadi & Kusnadi, 2021](#); [Suyanto et al., 2021](#)).

3. Methodology

This article uses a qualitative research method by searching for the required data. related to the review from four aspects: infrastructure, power work, procedure work, and implementation of activities, through limited observations at expedition companies in Jakarta, limited interviews regarding the four aspects above, and literature studies to support the available references ([Siswanto & Hidayati, 2020](#)).

4. Results and Discussion

A review of the four aspects of infrastructure, workforce, work procedures, and implementation of activities is linked with the role of the officer in operating accuracy time, following the process of Work Water Freight Import in the cargo company that was observed and interviewed:

Means and Infrastructure

Facilities and infrastructure support the implementation of work activities in the workplace. Although each of these is different, they are related. The facilities and infrastructure at PT. Lion Parcel Jakarta includes the following:

1. Facilities

(a) Device computer

Computers are a supporting tool for creating receipts, letters, and other administrative tasks. During the observation, six computer units were found to be in poor condition. One of the two remaining computers was a server with genesis access for inputting receipts. To anticipate incidents that could hinder the company's work and performance, unusable computers must be repaired immediately. To prevent damage to all server computers, the company must provide an IT unit to maintain computers and other electronic devices.

(b) Telephone

Telephones are vital tools for corporate communication. Communication is paramount to ensure that all work runs smoothly across all areas. Communication tools are also used to organize collaborations between companies and promote customer engagement on social media.

(c) Printer

A printer for printing receipts and administrative documents, such as delivery notes and other documents. Two printers make it easier for the personnel to print receipts and administrative documents.

(d) Network Internet

Internet networks are essential for companies, supporting the management of computer connectivity. To run a system, every computer must be connected to the Internet, especially the server computer, which connects to other computers. This requires companies to ensure that there are no disruptions to work and to maintain stable performance.

(e) Tool adhesive For glue or adhesive tape

This tool makes it easier to use glue without cutting it with scissors. Eight adhesive tools were available, three of which were damaged and unusable. This shortage has hampered wrapping and packaging.

(f) Bubble wrap

Bubble wrap is used to wrap goods to prevent damage. when delivery. The bubble wrap used was approximately 30 cm × 30 cm with two layers on one item. Given the shortcomings of paper cutters and cutters, the use of company funds should be carefully considered to ensure effective and efficient performance for both employees and the company.

(g) Scales

One of the measuring tools used to weigh goods from consumers and ensure that the goods are correct is a weighing scale.

(h) Cutter

The cutter is used to cut the bubble wrap after wrapping sensitive items. With the transfer of the receipt cutter function, the availability of the cutters should be increased.

(i) Fragile

Functions to remind the sender to be more careful in handling the item.

2. Infrastructure

(a) Vehicle operational deliver There is only one car and three motorbikes for operations and delivery of goods to the warehouse. parent. With limitations on tool transportation, this results in a decline in the company's performance. This is especially true for deliveries to Lion's headquarters, which can only be made when the car is not being used for company operations. The company should increase the number of vehicles it operates. unit car Because need company Also No Can diverted And delivery goods also cannot be put second because it will be a quality for the company in the future.

(b) Building warehouse (warehousing) The warehouse is a single building with a maximum capacity of 70 cartons, as it has only one floor. This warehouse serves as a storage and allocation location for goods that are ready for delivery to the main warehouse.

(c) Table And chair Availability of tables and chairs as supporting infrastructure for carrying out work. Tables and chairs make personnel comfortable when working on input receipt and administration. Supporting facilities and infrastructure for companies' work activities are one of the very important factors. influence quality service. Company with quality Which Good caused by by means and infrastructure Which Good also. The more Good quality means infrastructure, the more the personnel in working.

(d) Method officer operation in handle accuracy time delivery goods After accepting the pick-up package from the application, the return confirmation is confirmed by the user. The sender should inform the item before the pick-up to avoid fake senders or items that have already been picked up by another courier. If possible, request a booking code in advance to avoid wasting time due to the late arrival of the courier for pickup. After the package is picked up and deposited at the office lion, please notice the return of heavy goods in accordance with the volume dimensions. If there is a difference from what is stated in the application, please confirm with the sender first to avoid reprimands due to additional shipping costs

3. Procedure Work Procedure Work officer operation in guard Name Good agency especially use Always dress neatly so that customers who come to the office immediately feel proud when they see the operations staff. The company also maintains licensing or qualification standards for each

staff member, which serve as quality standards for the company. If an employee lacks a license, it is the company's responsibility. It is also important to provide guidance to the operations staff to prevent unwanted incidents, such as lost items, incorrect addresses, and damaged goods.

Method Work In Input Receipt

- (a) Personnel must get access server For open genesis lion parcel
- (b) Log in to the genesis lion parcel server.
- (c) Contents code goods are in accordance with the data recipient goods.
- (d) If Already in accordance with data, which filled so receipt Already Ready For printed.

Observations revealed that operations officers still made errors. Errors in data entry are the responsibility of operations officers, with the most common error being incorrectly entered recipient addresses.

4. Method Work In Wrap Cardboard Box

- (a) Understand the size of each cardboard box packaging.
- (b) Glue the lower part of the cardboard box to all sizes of cardboard box packaging.
- (c) After all the boxes are glued, they are arranged according to their size.
- (d) On results observation Which happen is process gluing cardboard box Because limited tool adhesive for glue. This is because the process takes longer. To speed up the process, additional tools, such as duct tape and adhesives, should be added to the work. This will allow the operations personnel to work more quickly.

5. Method Work Packaging Goods

- (a) Coat goods with bubble wrap in accordance with size goods
- (b) So goods coated return so that goods No damaged moment sent And glue all his side with glue and tape
- (c) Ensure that the goods are safe And No damage upon delivery.

Observations revealed that this process encountered a problem: we had to take turns cutting the bubble wrap. This limitation results in delays in the packaging process.

6. Method Work Attachment Receipt

- (a) This is the final process in handling goods before they are sent.
- (b) Officer operation must thorough For determine between receipt with package/goods
- (c) Stick it on the receipt If Already in accordance with the data receipt and content in the cardboard box packaging.

On results observation, there is a number of just error on process attachment receipt. Error which happen usually switched between data receipt A And data receipt B.

7. Method Work Driver Introduction (courier)

- (a) Pick up package/goods from consumer
- (b) Report goods if goods Already taken to officer operation
- (c) Delivering return goods to the office center.

- (d) After conducting observations, it was found that the courier took a long time to find the wrong address, as well as the traffic jams and rain that hampered the cargo activity process, in collaboration with PT Lion Parcel.

Action What Which taken officer operation moment do taking goods from customer ?

1. After receiving the package pickup from the application, please reconfirm the sender's confirmation regarding the item before pick up to avoid fake senders or those who have already picked up the item by another courier.
2. If allows can request a code booking moreover first for avoid time out because of the delay in the courier's arrival for pick-up.
3. After the package has been picked up and deposited at the office, please pay attention to the weight of the item according to its dimensional volume. If there is a difference with what is stated in the application, you are required to confirm with the sender first to avoid a warning due to additional shipping costs.
4. Please note that if there are two items, but the sender only inputs one code in the application, the items must be repackaged and made into one stack (MAX 50 kg ITEM THAT CAN BE MADE IN one) to avoid problems when the sender is at Lion Parcel. If two items are more than 50 kg, then it must be reconfirmed with the customer for additional information.
5. All packages, boxes, and documents from the sender that are not plastic must be repacked in plastic on the outside.
6. If the package is small, it must be placed in an A4 size envelope to prevent it from being lost or misplaced.
7. If there is a package in the form of a box that is not neat enough and is at risk of being damaged during the trip, it must be packed again with an additional box, bubble wrap, plastic wrap, or fragile tape on the outside.

Delivery Lion Parcel Service One pack in group Morning must be in manifest and deposited to LP Kedoya before 14.00 WIB.

5. Conclusions

The facilities and infrastructure supporting operational activities were generally complete and suitable for use, although there were still deficiencies in terms of quantity and quality. These limitations caused operational delays for some employees in different departments. Adequate facilities and infrastructure are essential to support employee performance and improve overall company productivity, enabling the organization to sustain and develop its operations in the future. In addition, employees already possess skills aligned with company requirements; however, providing access to training, licenses, or certifications is important to further enhance their competencies and support career and organizational development.

Work procedures have been implemented in accordance with Standard Operating Procedures (SOP) to ensure safety, security, and service quality. Nevertheless, operational errors still occur due to human error and suboptimal compliance with working hour regulations. The Covid-19 pandemic also significantly affected the business sector, particularly travel and tourism, leading PT Ensatama Travelindo to suspend its travel activities in response to government policies. This decision was necessary to maintain financial stability and ensure the continuity of company operations during the crisis.

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Author Contributions

IKA conceptualized the study, conducted the field observations, and contributed to the writing and revision of the manuscript. RFS participated in the data collection, literature review, and manuscript editing. Both authors approved the final version of the manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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