

Effectiveness of Logistics Service Delivery at PT Haluan Segara Lines Bengkulu Branch

Syenthia Hadi*

Universitas Dehasen Bengkulu

Evi Lorita

Universitas Dehasen Bengkulu

Tuti Handayani

Universitas Dehasen Bengkulu

***Correspondence:** Syenthia Hadi

syenthiahadi29@gmail.com

Received: 14-05-2025

Accepted: 23-06-2025

Published: 30-07-2025

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Abstract

This study aims to analyze the effectiveness of logistics service delivery at PT Haluan Segara Lines, Bengkulu Branch. Using a qualitative descriptive approach, data were collected through interviews, observation, and documentation involving six informants, including key and supporting participants. The research adopts the effectiveness dimensions proposed by Strees in Tangkilisan (2005), namely productivity, adaptability, job satisfaction, profitability, and resource utilization. The findings reveal that the company has achieved satisfactory performance in terms of timely shipments, accurate order fulfillment, and employee satisfaction regarding the work environment and task distribution. The company also demonstrates adaptive capacity during emergencies and has begun integrating technology in its operations, although not yet optimally. Furthermore, financial management shows a positive balance between operational costs and revenues. However, the research identifies areas for improvement, particularly in the optimization of technological resources to support logistics operations more effectively. This study is expected to serve as a reference for logistics service providers to enhance service quality and operational efficiency in response to increasing customer expectations and dynamic market demands.

Keywords

Effectiveness, Logistics Services, Operational Efficiency, Service Quality, Public Administration

Introduction

Business activities in the modern era encompass a broad range of processes, from value creation and goods production to service provision and meeting market demands. Among these, logistics management plays a pivotal role in determining the efficiency and reliability of operations. Logistics, as a component of supply chain management, involves the planning, implementation, and control of the flow of goods, information, and resources from origin to consumption (Rushton et al., 2022). An effective logistics system not only ensures the timely delivery of goods but also enhances customer satisfaction and reduces operational costs, which is particularly critical in competitive markets.

In the context of public service-oriented enterprises, the existence of Standard Operating Procedures (SOPs) is essential. SOPs serve as technical guidelines that standardize workflows, timing, and responsibilities throughout organizational activities. Within the port and shipping sectors, adherence to SOPs is a determinant of service quality. Inadequate or poorly implemented SOPs can lead to delays in loading and unloading processes, reduced user satisfaction, and diminished port competitiveness. Logistics services, which include transportation, warehousing, and inventory management, must therefore operate with precision and responsiveness to remain viable in a globalized environment (Nilsson & Christopher, 2018). Recent years have brought multiple challenges to the logistics industry, particularly due to global supply chain disruptions. Factors such as regulatory changes, fluctuating fuel prices, and natural disasters—along with health crises like the COVID-19 pandemic—have contributed to delivery delays, rising costs, and decreased service reliability (Raihansyah et al., 2024). Moreover, while technological advancements offer opportunities to enhance efficiency, their adoption has been uneven, especially among small and medium-sized enterprises. Limited resources often hinder the full-scale integration of digital systems, automation, and real-time tracking tools into logistics operations.

Resource mismanagement is another critical issue faced by logistics providers. Poor allocation of labor, underutilized transport fleets, and inadequate storage facilities can result in shipment bottlenecks, wasted time, and lower productivity. Customer expectations, too, have evolved significantly—clients now demand rapid, transparent, and precise delivery processes. Thus, logistics companies must continually assess and upgrade their operations to ensure alignment with these expectations. Failure to meet these standards can damage customer loyalty, erode brand reputation, and threaten business sustainability (Bambang Darmawan et al., 2024). In this regard, service effectiveness has emerged as a key metric for evaluating logistics performance. Effectiveness refers to the organization's ability to fulfill or exceed customer expectations while minimizing time and cost expenditures. As Syamil et al. (2023) explain, logistics service effectiveness can be measured through multiple indicators, including delivery speed, accuracy, service reliability, responsiveness to customer demands, and the quality of information flow throughout the delivery process. These indicators collectively influence customer satisfaction and loyalty, which in turn impact business continuity and competitiveness.

A lack of effective logistics service provision has tangible consequences. It may lead to shipment delays, damaged goods, and diminished transparency in delivery status—issues that directly undermine client trust and satisfaction. Such outcomes not only hinder customer retention but also limit the firm's ability to scale operations or attract new clients. Therefore, logistics firms are increasingly investing in technological solutions, staff training, and operational streamlining to boost their service delivery performance (Syamil et al., 2023). The urgency of improving logistics service effectiveness is particularly significant for firms operating in geographically strategic yet

infrastructure-constrained regions, such as Bengkulu, Indonesia. PT Haluan Segara Lines, a private shipping company with a branch in Bengkulu, serves as a critical logistics actor in the region. Situated in a city that functions as a hub for cargo loading and passenger disembarkation, the company's effectiveness in delivering logistics services has direct implications on local economic activity. Any inefficiencies can lead to delays in cargo flow, increased logistics costs, and broader economic stagnation.

One notable obstacle that impacts logistics operations in Bengkulu is the silting of shipping channels, especially at Pulau Baai Port. This silting reduces the draft available for docking, limiting the entry of large vessels and slowing the flow of import and export activities. Consequently, logistics operations face increased delays and costs due to restricted access and heightened operational complexity. This issue has been reported as an ongoing problem requiring coordinated interventions by local governments, port authorities, and maritime stakeholders (Kompas, 2022; Antara, 2023). Given the critical nature of these challenges, this study focuses on analyzing the effectiveness of logistics services provided by PT Haluan Segara Lines, Bengkulu Branch. The aim is to assess how well the company performs in terms of delivering timely, accurate, and efficient logistics solutions amidst operational constraints. Moreover, the study seeks to identify the internal and external factors that influence service effectiveness, including resource management, staff performance, technology utilization, and adaptive capacity.

The theoretical framework for this research is grounded in the concept of effectiveness as described by Strees in Tangkilisan (2005), which includes five primary indicators: productivity, adaptability, job satisfaction, profitability, and resource utilization. These dimensions provide a comprehensive lens through which to evaluate service performance and organizational outcomes. Each element is crucial in understanding how logistics services can be optimized for better delivery, customer engagement, and long-term sustainability. This research is also significant in terms of its broader implications for public administration and regional development. By highlighting the operational strengths and weaknesses of a key logistics provider, the findings can inform policy decisions, institutional reforms, and investment priorities aimed at strengthening logistics infrastructure and governance. Furthermore, the study contributes to the growing academic discourse on logistics management in developing economies, offering a case-based understanding of the practical challenges and opportunities that define service delivery in this sector.

In conclusion, improving logistics service effectiveness is not merely an operational necessity but a strategic imperative for sustaining economic growth and customer trust in today's interconnected world. The case of PT Haluan Segara Lines, Bengkulu Branch, provides a valuable lens through which to explore these dynamics, particularly in a regional context marked by infrastructural limitations and evolving customer expectations. This research is expected to generate insights that can guide future interventions and foster more efficient, adaptive, and customer-centric logistics services.

Methods

This study employed a qualitative research approach with a descriptive method to explore and analyze the effectiveness of logistics service delivery at PT Haluan Segara Lines Bengkulu Branch. The qualitative approach was selected to provide an in-depth understanding of the organizational dynamics, service processes, and contextual factors influencing logistics performance. As noted by Moleong (2014), qualitative research is useful for examining social phenomena and meanings that cannot be captured through numerical analysis alone. The focus of the research was centered on five key indicators of

service effectiveness as proposed by Strees in Tangkilisan (2005): productivity, adaptability, job satisfaction, profitability, and resource utilization. These dimensions served as the main reference for evaluating the performance and delivery quality of the logistics services under study.

The data sources for this study included both primary and secondary data. Primary data were collected through in-depth interviews and direct observation, while secondary data were gathered from company documents, internal reports, and relevant literature. The interview technique was semi-structured, allowing for flexible but guided conversations. The researcher conducted interviews with six informants, comprising three key informants in managerial positions and three supporting informants, including staff members and customers directly involved in logistics operations.

Informants were selected using a purposive sampling method, which targets individuals with specific knowledge and experience relevant to the research objectives. Key informants included the branch manager, head of operations, and administrative personnel, while supporting informants were drawn from among frontline employees and service users. The data collection techniques included observation, interviews, documentation, and literature review. Observations were carried out to gain insights into the logistics workflows and operational environment, while documentation served to validate and complement the interview data. The literature review helped situate the findings within a broader theoretical and empirical context.

Data analysis followed the interactive model by Miles and Huberman (2014), which consists of three main stages: data reduction, data display, and conclusion drawing. During data reduction, irrelevant information was filtered out to focus on core themes. In the data display phase, findings were organized systematically for interpretation. Finally, conclusions were drawn based on patterns and relationships identified in the data. To ensure data credibility, several validation techniques were employed, including triangulation of sources, prolonged engagement, peer debriefing, and member checking. These measures enhanced the trustworthiness of the findings and minimized researcher bias, thus strengthening the overall rigor of the study.

Results and Discussion

This study investigated the effectiveness of logistics service delivery at PT Haluan Segara Lines Bengkulu Branch by examining five main indicators: productivity, adaptability, job satisfaction, profitability, and resource utilization, as proposed by Strees in Tangkilisan (2005). The data were collected through interviews, observations, and document analysis involving key personnel and service users, and analyzed qualitatively using an interactive model. The following discussion synthesizes the empirical findings with theoretical frameworks and prior research.

The first indicator, productivity, reflects the company's ability to achieve its service goals in terms of delivery timeliness, order quantity, and customer expectations. The findings show that PT Haluan Segara Lines Bengkulu Branch generally maintains a consistent delivery schedule and fulfills shipment volumes as planned. Interviews with operational staff revealed that most shipments are completed within the expected timeframe, with minimal delays. Customers confirmed that the quantity of goods delivered typically matches the initial request. These results align with the notion that productivity is a vital measure of organizational effectiveness in logistics, especially where operational predictability and punctuality are critical to client satisfaction. However, occasional disruptions caused by external factors—such as weather or port congestion—do occur, indicating the need for contingency strategies. Compared to findings by Wening &

Rifaldy (2023), which highlighted issues in port operations in eastern Indonesia, the Bengkulu branch appears to manage its schedules more effectively, though the influence of regional port infrastructure still poses challenges.

The second indicator, adaptability, examines the company's flexibility in responding to unexpected changes and its adoption of technology. The study found that the company has demonstrated some level of adaptability, particularly in adjusting delivery plans during emergencies or unfavorable conditions. Staff members described instances where alternative shipment routes or rescheduling were employed to maintain service continuity. Additionally, PT Haluan Segara Lines has begun integrating digital tools, such as computerized tracking systems and customer databases, although these are still in early stages and not fully optimized. The partial implementation of digital logistics systems mirrors the barriers faced by many mid-sized logistics providers in Indonesia, who often lack the capital or technical expertise for full digital transformation (Raihansyah et al., 2024). While the company's initiative is commendable, the limited functionality of current systems means that adaptability is still reactive rather than proactive. The findings reinforce the importance of technology as an enabler of organizational responsiveness and resilience.

Job satisfaction, the third indicator, reflects how the internal workforce perceives the working environment, task delegation, motivation, and overall morale. Informants from the operational and administrative teams expressed a general sense of satisfaction with the company's internal climate. Factors such as clearly defined roles, fair workload distribution, and supportive leadership were frequently mentioned. Moreover, the availability of periodic training and employee recognition efforts contributed positively to staff morale. However, concerns were raised regarding limited career advancement opportunities and occasional communication gaps between departments. These concerns mirror the findings of Thai (2013), who emphasized the role of internal coherence and staff development in determining logistics service quality. While the current satisfaction level supports efficient service delivery, long-term sustainability may require more structured efforts in human resource development to prevent stagnation and burnout.

Profitability, the fourth indicator, reflects the company's capacity to maintain financial health by balancing costs and revenues. According to managerial informants, PT Haluan Segara Lines Bengkulu Branch has consistently generated sufficient revenue to cover its operational expenses, with some margin for reinvestment. The financial performance is largely attributed to effective route planning, efficient use of transport assets, and the growing demand for inter-island cargo services. Strategic partnerships with local exporters and the application of competitive pricing strategies have also contributed to stable income streams. These findings correspond with the profitability dimension described by Syamil et al. (2023), wherein financial sustainability is linked to operational efficiency and market alignment. Nonetheless, the company is still vulnerable to fluctuations in fuel prices and regulatory changes affecting maritime logistics. The lack of diversification in service offerings—currently limited to freight shipping—could also become a constraint in times of market volatility. Therefore, maintaining profitability will require continued innovation and risk management.

The fifth and final indicator, resource utilization, measures the efficiency in allocating physical and technological assets to support logistics activities. The study revealed that the company has an adequate fleet of transport vehicles, which are maintained on a regular schedule. Equipment such as forklifts, cranes, and storage units are also available and functional. However, technological resources are still underutilized. For instance, while some digital infrastructure exists,

such as an internal shipment monitoring system, it is not yet integrated with external customer platforms or advanced analytics. Informants acknowledged that the absence of real-time tracking features and automated reporting limits both operational visibility and customer satisfaction. The partial resource utilization thus represents a gap in the company's overall service capability. According to Gibson et al. (2003), optimal resource utilization not only improves internal efficiency but also enhances service experience for clients. In this case, while physical assets are relatively well-managed, technological resources require further investment and integration.

Throughout the findings, it becomes evident that the effectiveness of logistics service delivery at PT Haluan Segara Lines Bengkulu Branch is positively supported by internal discipline, a solid operational base, and some degree of adaptability. However, several areas require attention, particularly regarding technology integration and long-term workforce development. One recurring issue is the limited automation and digitalization of processes. In the current era of digital logistics, the absence of comprehensive systems may hinder scalability and response to complex logistical demands. The gap between operational performance and digital maturity can reduce the organization's ability to compete with larger, tech-enabled logistics firms.

Another key insight from the study is the importance of organizational alignment. The consistency between management strategies and frontline execution is evident in the company's stable delivery metrics and employee satisfaction. However, vertical coordination (between departments) and horizontal collaboration (with external stakeholders like port authorities) still require enhancement. This insight corresponds with the multi-constituency approach to organizational effectiveness, which emphasizes not only internal performance but also stakeholder engagement.

The discussion also reinforces the interplay between service effectiveness and regional infrastructure. Bengkulu, while strategically located, faces logistical bottlenecks due to environmental factors such as sedimentation at Pulau Baai Port. These external constraints directly affect delivery schedules and resource deployment, requiring the company to maintain high operational flexibility. As shown in related studies, such environmental limitations demand joint solutions involving government, port management, and private operators (Kompas, 2022; Panggabean et al., 2023).

Lastly, the empirical results underscore the value of customer feedback as part of performance monitoring. Feedback gathered from service users highlighted general satisfaction with delivery timeliness and goods condition, but also pointed out weaknesses in shipment status communication. Improving this aspect would enhance customer trust and transparency – two vital elements in modern logistics services. Thus, combining internal capacity-building with customer-focused service enhancements remains crucial to elevating overall logistics effectiveness.

Conclusion

This study aimed to evaluate the effectiveness of logistics service delivery at PT Haluan Segara Lines Bengkulu Branch using five key indicators: productivity, adaptability, job satisfaction, profitability, and resource utilization. The findings demonstrate that the company generally performs well across these dimensions, particularly in maintaining timely delivery schedules, satisfying internal staff with a conducive work environment, and ensuring financial stability through efficient operational management.

Despite these strengths, the study also revealed several areas in need of improvement. The use of technology remains limited, with digital systems not yet fully integrated into the operational

workflow. This restricts the company's ability to respond proactively to real-time challenges and diminishes the transparency of shipment information for customers. Furthermore, while resource allocation is relatively efficient in terms of physical assets, the technological infrastructure still requires significant development to match modern logistics standards.

The research concludes that while PT Haluan Segara Lines Bengkulu Branch has established a solid foundation for effective logistics service delivery, sustained improvements—particularly in digital transformation, workforce development, and stakeholder coordination—are necessary to enhance competitiveness and resilience in a rapidly evolving logistics environment. Future efforts should focus on leveraging technology, refining interdepartmental coordination, and building stronger partnerships with regulatory and port authorities to address regional infrastructure constraints. By addressing these challenges, the company can further optimize its logistics performance, improve customer satisfaction, and contribute to the broader development of logistics services in the Bengkulu region.

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