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ANALYSIS OF HUMAN RESOURCES COMPETENCE AND QUALITY OF LOGISTICS SERVICES ON CUSTOMER SATISFACTION THAT IMPACT ON EMPLOYEE PERFORMANCE AT PT. TIKI JALUR NUGRAHA EKAKURIR (JNE) CIPUTAT BRANCH, TANGERANG SELATAN

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ARTICLE INFORMATION

ABSTRACT

The aim of this study was to analyze the influence of HR competence and quality of logistics services on customer satisfaction which has an impact on employee performance at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. In this study, a quantitative research type was used with a survey approach. The method used was simple random sampling, with a sample of 99 customers from PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. The data analysis technique of this study used PLS software version 3.0 (Partial Least Square) with the results obtained that (1) HR competence has no effect on customer satisfaction with at statistical value of 1.904 < t table of 1.984 and P-value 0.058 > 0.05.

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INTRODUCTION

Developments in the business world and people's lifestyles have made requests for handling sensitive import shipments increasingly growing. It does not only cover small packages and documents, but penetrates handling of transportation, logistics and distribution. The Indonesian Logistics Association projects that the logistics business in 2023 will grow at 5% to 8%, while the Indonesian Chamber of Commerce and Industry sees the Indonesian logistics market grow 7.9%. This projection is made taking into account Indonesia's estimated economic growth of 4.7-5.3% which is driven by the success of the government's downstream program [1].

This year's logistics business is still very good, especially with the start of normal economic activity and the absence of PPKM, so that the activities of companies have also started to return to normal. There is potential for revenue growth from the B2B market, besides that Bank Indonesia also predicts that the e-commerce market will still grow [2].

The high frequency of delivery of goods and services to shipping companies occurs because of the high frequency of shipments for online sales such as Lazada, Shopee, Tokopedia, and others. This is what makes shipping on expedition companies grow. This phenomenon has led to the rapid growth and development of e-commerce, opening up an opportunity for freight forwarders to play a role in the delivery of goods and services. From this phenomenon, it can be seen that high consumer interest in goods and services [3]. This is in line with the rapid growth of e-commerce. This development of e-commerce affects the increase in the distribution of goods and services, where customers need a service with good quality and can meet customer expectations [4].

One of the most popular shipping companies in Indonesia is JNE. JNE is a company engaged in the delivery of services and logistics activities carried out by JNE, namely: customs affairs, import of goods, documents and delivery of goods and services. Having competent human resources, with good speed and service, reliable and consistent is the responsibility of PT. JNE in the eyes of customers and work partners, thus creating customer satisfaction. And here is the data from the top brand award which describes the shipping companies in Indonesia [5].

Figure 1. Top Brand Awards 2018-2021
Source: topbrand-award.com, 2021

Based on Figure 1 above, it can be seen that the company that has become the top brand in the express service quality category from 2018 to 2021 is JNE. JNE occupies the top brand every year from 2018 - 2021 and JNE has more advantages than other expeditions. The Top Brand Index (TBI) is an award given to the best brands based on research on Indonesian consumers. The Top Brand Index itself is a barometer to measure the success of a product brand in the market and a brand that obtains a Top Brand Index of at least 10% and according to survey results is in the top position there, the brand will bear the Top Brand award brand title [6].

However, based on the picture above, it can be seen that there has been a decrease in the level of customer satisfaction from 2018 to 2021. It is known that customer interest in PT JNE's services, namely in 2018 was 45%, then in 2019 it was 26.4%, in 2020 it was 27.3 % and in 2021 it will be 33.4%. Based on the presentation above, it is clear that there has been a decline, but PT. JNE is trying to be able to improve the quality of service for customers by demonstrating an increase from 2019-2021.

With increasingly intense competition in the business world, companies are encouraged to consider formulating or considering appropriate strategies and ways to win the competition, one of which is by establishing the closest relationship between the company and customers by providing a fast and precise service system. JNE prioritizes human resources as well as technology as part of development. From X-Ray machines, GPS, to satellite communication tools.

Service quality encourages customers to devote themselves to the company's products or services so that it has an impact on increasing market share. Existing customer satisfaction is the company's

measuring point in carrying out sustainability such as getting a positive response or just the opposite, namely getting a negative response from the community or existing customers. In terms of Customer Satisfaction related to the use of existing services. Whether it's in expeditionary services, utility services, infrastructure services and several other services, of course it is related to the existence of an existing business activity [7].

Based on the background and phenomena that occur above, the authors are interested in conducting research entitled "Analysis of HR Competence and Quality of Logistics Services on Customer Satisfaction Impacting Employee Performance at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang". The formulation of the problem in this study is how far the influence of HR Competence and Quality of Logistics Services on Customer Satisfaction Impacts Employee Performance at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. And the purpose of this research is to know and analyze the effect of HR Competence and Quality of Logistics Services on Customer Satisfaction which Impacts Employee Performance at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. While the benefits of this research provide input to JNE logistics service companies to improve their services and to increase customer satisfaction.

RESEARCH METHOD

According to Bungin (2011) [8] "Research can be grouped into two types, namely basic research and pure research". Basic research is research that aims to develop knowledge by creating new theories or testing existing theories or creating models. Whereas in applied research, the researcher faces a problem that must be resolved. To solve this problem must be studied carefully. This study

uses a quantitative approach. This research was conducted to analyze the influence of HR Competence and Quality of Logistics Services on Customer Satisfaction which Impacts Employee Performance at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. This research data collection method uses survey research methods. Data analysis techniques in this research use Structural Equation Modeling (Smart-PLS) analysis. The population and sample in this study are customers at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang, the technique used in this research is Simple Random Sampling.

Population and Sample
According to Liow et. all [9] defines "Population is a generalization area consisting of: objects or subjects that have certain qualities and characteristics set by researchers to study and draw conclusions". So the population is not only people, but also objects and other natural objects. The population is also not just the amount that exists in the object or subject being studied, but includes all the characteristics or traits possessed by this subject or object. So the population according to some of these opinions can be concluded that is an object or subject that is in an area and fulfills certain conditions that have a relationship with the problem under study. In this study using probability sampling technique using simple random sampling method. According to [4, p. 82] defines "Probability Sampling, namely a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample". Of the entire population of

8412 customers, in determining the sample in the study is to use the Slovin Population formula in[5], namely:

$$n = \frac{N}{1 + N(e)2}$$

n = number of samples
e = standard error = 10% (0.1)
N = population
1 = constant
So if calculated from the formula, is:

$$= \frac{N}{N(d)2 + 1}$$

$$= \frac{8412}{8412 (0.01)2+1}$$

$$= \frac{8412}{85,12}$$

= 98.82518797 = 99

Based on the calculation above, the sample used is 99 customers of PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang.

Data source
Data is a description of an object of research [10].
1. Primary data source
   Primary data sources are data sources obtained directly from data sources that are observed and recorded for the first time. Meanwhile, according to Bungin, the primary data source is the first data source where a data is generated [11].
2. Secondary data sources
   While secondary data is data obtained indirectly from the source, but obtained by researchers from a second party. This secondary data is supporting the primary data owned by the researcher, secondary data is also adjusted to the needs required by the researcher.

Data Collection Techniques
The data collection method used in this research is a questionnaire, which is a data collection method by distributing

questionnaires (list of questions) addressed to respondents.

Data Analysis Techniques

The data analysis technique of this study used PLS software version 3.0 (Partial Least Square) which is a variant-based structural equation model that can simultaneously test the measurement model as well as test the structural model. From the results of the research collected, the analytical method will be presented as follows:

1. **Measurement Model (Outer Model)**

   Measurement models (*outer model*) was conducted to test the validity and reliability of the research instrument. The validity test in this study used convergent validity and discriminant validity [12]. Convergent validity is seen from the measurement model with reflected indicators which are assessed based on the correlation of the model between the component score/item score and the

   construct score calculated by PLS explains that in assessing discriminant validity

with other methods, it is to compare the *square root of average variance extracted* (AVE) The recommended value is that the AVE value must be greater than 0.5. The AVE formula according to [8, p. 115] is: AVE = λi2 λi2 +ivar (εi) *Markcomposite reliability* recommended must be above 0.6 [13].

2. **Structural Model (Inner Model)**

   The structural model is used to predict the causality relationship between latent variables. The structural model was evaluated by looking at the percentage of variance explained by the R2 value for the dependent variable using the Stone-Geisser Q-Square Test [14]. The model equation is:

$$N = bO + bh + he + z$$

Where describe the latent variable endogenous (dependent) vector, eis the residual variable vector.
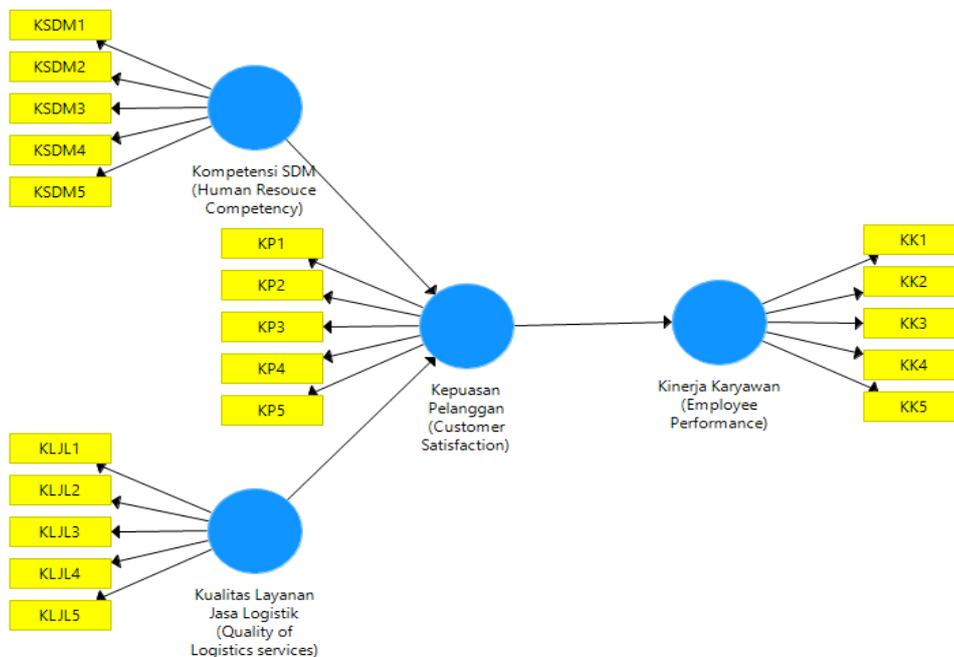
Figure 2. Research Model

3. Hypothesis test

Hypothesis testing (β, γ, and λ) was carried out using the bootstrap resampling method developed by Santoso et. all [15]. A significant measure of the support of the hypothesis can be used by comparing the values of t table and t statistics through the following decision-making criteria [16]:

a. If t statistic > t table and p values < sig 0.05 it means that Ha is accepted, Ho is rejected.
b. If the t statistic ≤ t table and p values ≥ sig 0.05 it means that Ha is rejected, Ho is accepted.

RESULT AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability [17].

a. Convergent Validity

[3]According to [8, p. 25] a correlation can be said to meet convergent validity

if it has a loading value of > 0.7. The output shows that the loading factor gives a value above the recommended value of 0.7. However, at the research stage of developing the scale, a loading of 0.60 is still acceptable. So that the indicators used in this study have met convergent validity. The structural model in this study is shown in the following figure 3:
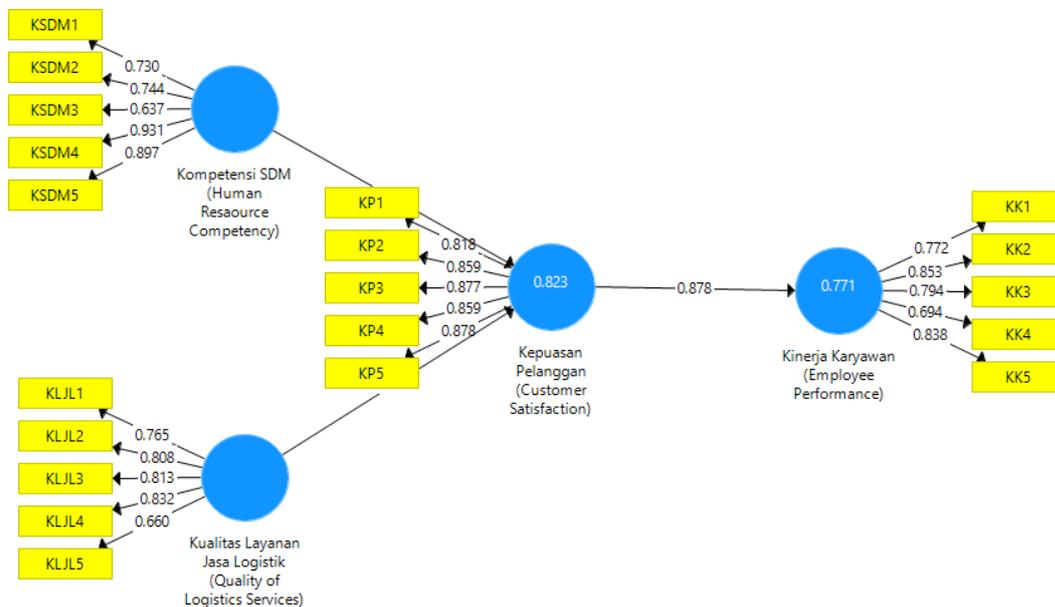

Figure3. Outer Model, Alghorithma Testing

Table 1. Outer Loading

	HR Competence (Human Resource Competency)	Quality of Logistics Services_	Customer Satisfaction	Employee Performance
KK1				0.772
KK2				0.853
KK3				0.794
KK4				0.694
KK5				0.838
KLJL1		0.765		
KLJL2		0.808		
KLJL3		0.813		
KLJL4		0.832		
KLJL5		0.66		
KP1			0.818	
KP2			0.859	
KP3			0.877	
KP4			0.859	
KP5			0.878	
KSDM1	0.73			
KSDM2	0.744			
KSDM3	0.637			
KSDM4	0.931			
KSDM5	0.897			

Source: Smart PLS Program Output. 3.0, 2021

Based on the data in table 1, it can be seen that the lowest outer loading value in the outer model test results of this study is 0.637 in the KSDM3 indicator. Refers to the predetermined outer loading limit, which is 0.7. However, in the research at the scale development stage, a loading of 0.60 is still acceptable, so these results indicate that the model meets the assumptions of convergent validity because the lowest outer loading value is 0.637 > 0.6.

Table 2. *Construct Validity and Reliability*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
HR Competency (Human Resource Competency)	0.835	0.845	0.884	0.605
Quality of Logistics Services_	0.85	0.881	0.894	0.633
Customer Satisfaction	0.912	0.92	0.933	0.737
Employee Performance	0.85	0.861	0.893	0.627

Source: Smart PLS Program Output. 3.0, 2021

Data from Table 2 above shows that the lowest AVE value of the 4 variables is 0.605 which belongs to the HR Competency variable. These results indicate that the four research variables have met the assumptions *discriminant*

*validity*because the lowest AVE value is obtained more than 0.5. While on the results of Cronbach alpha and composite reliability it is known that the lowest value is 0.835 which is owned by the HR Competency variable. Thus these results also prove that all variables meet the reliability construct assumption because the lowest Cronbach alpha and composite reliability values are > 0.7.

Inner Model Testing

After testing the outer model, it is necessary to evaluate the final structural equation model (*inner model*). The inner model test of this research is carried out by looking at the path coefficient and R square values as follows table 3.

Table 3. R Square

	R Square	R Square Adjusted
Customer Satisfaction	0.823	0.82
Employee Performance	0.771	0.769

Source: Smart PLS Program Output. 3.0, data processed by the author in 2021

Based on table 3. The above shows that the value*R Square*for the variable Customer Satisfaction is 0.823 this acquisition explains that the percentage of Customer Satisfaction is 82.3%. This means that the HR competency variable, and the Logistics Service Quality variable affect Customer Satisfaction by 82.3% and the remaining 17.7% is influenced by other variables,

while the R Square value for the Employee Performance variable is 0.771, this acquisition explains that the percentage of performance employees 77.1%. This means that the variable customer satisfaction has an effect on employee performance by 77.1% and the remaining 22.9% is influenced by other variables.

Table 4. Inner *Model test results*

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
HR Competency (Human Resource Competency) -> Customer Satisfaction	0.349	0.312	0.183	1,904	0.058
Quality of Logistics Services_ -> Customer Satisfaction	0.589	0.629	0.181	3,257	0.001
Customer Satisfaction -> Employee Performance	0.878	0.883	0.029	30,447	0

Source: Smart PLS Program Output. 3.0, data processed by the author in 2021

Based on table 4 above, the results of the evaluation of the structural equation model of the relationship between variables are partially explained by

value*path coefficient*can be described as follows:

1. *Path coefficient*hypothesis 1, namely the HR competency obtained at 0.349. This value indicates that there is an effect of

34.9% (0.349 x 100%). This result also means that the HR competencies possessed will increase customer satisfaction.

2) The path coefficient value in hypothesis 2 was obtained at 0.589. This value indicates that the Quality of Logistics Services has an influence of 58.9% (0.589 x 100%) on Customer Satisfaction. This result also means that the better the Quality of Logistics Services provided, the more Customer Satisfaction will be.

3) The path coefficient value in hypothesis 3 is 0.878. This value indicates that

Customer Satisfaction has an effect of 87.8% (0.878 x 100%) on Employee Performance. This result also means that with higher customer satisfaction, employee performance will increase.

Hypothesis Testing
This study has 3 hypotheses as research questions that have been formulated and need to be tested for truth. Testing the hypothesis in this study using the t test, namely by comparing the value of the t statistic obtained from the test*bootstrapping*with a critical limit value of t table of 1.984 at a significance level of 5% (0.05). The results of the research hypothesis test are presented as follows
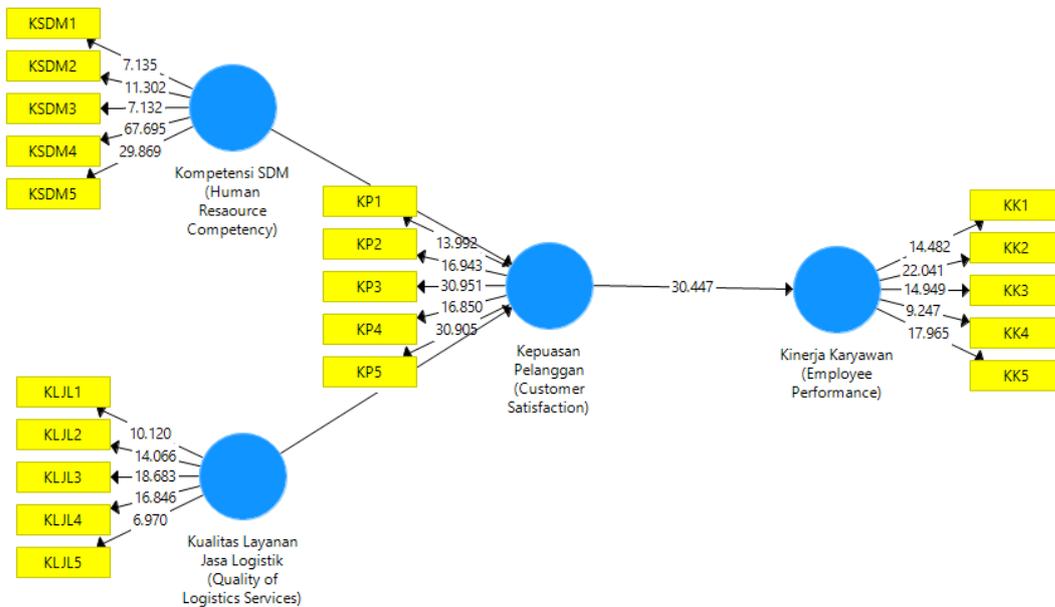
Figure 4. *Inner Model, Bootstrapping Test*
Source: Data processed by the author, 2021

Table 5. Direct Effect Test Results

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Ref
HR Competency (Human Resource Competency) -> Customer Satisfaction	0.349	0.312	0.183	1,904	0.058	Rejected

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Ref
Quality of Logistics Services_ -> Customer Satisfaction	0.589	0.629	0.181	3,257	0.001	Accepted
Customer Satisfaction -> Employee Performance	0.878	0.883	0.029	30,447	0	Accepted

Source: Smart PLS Program Output. 3.0, data processed by the author in 2021

Based on the PLS output (bootstrapping test) presented in Table 5, it can be explained that:

1. Hypothesis 1: From the original sample value of 0.349, a t statistic value of 1.904 and a P-value of 0.058 is obtained. These results prove that HR Competence has no effect on Customer Satisfaction with a relationship value of 34.9% (0.349 x 100%). The value of the t statistic is 1.904 < t table 1.984 and the P-value is 0.058 > 0.05 proving that hypothesis 1 in this study is rejected.

2. Hypothesis 2: From the original sample value of 0.589, a t statistic value of 3.257 > 1.984 and a P-value of 0.001 is obtained. These results prove that the Quality of Logistics Services has a positive and significant effect on Customer Satisfaction with a relationship value of 58.9% (0.589 x 100%). The t statistic value is 3.257 > t table 1.984 and the P-value is 0.001 <0.05 proving that hypothesis 2 in this study is accepted.

3. Hypothesis 3: From the original sample value of 0.878, a t-statistic value of 30.447 <1.984 and a P-value of 0.000 is obtained. These results prove that customer satisfaction has a positive and significant effect on employee performance with a relationship value of 87.8% (0.878 x 100%).

CONCLUSION

Based on the results of the research that has been carried out and analyzed the data as explained in the previous chapter, the following conclusions can be drawn as There is no effect of HR Competence on Customer Satisfaction at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. There is a positive and significant effect of the Quality of Logistics Services on Customer Satisfaction at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang. There is a positive and significant influence of Customer Satisfaction on Employee Performance at PT. Tiki Jalan Nugraha Ekakurir (JNE) Ciputat Branch, South Tangerang

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