

Implementation of a Monitoring and Evaluation System to Improve the Efficiency of Goods Delivery at Ninja Express in Gunungsitoli City

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ABSTRACT

This study aims to examine the implementation of a monitoring and evaluation system in improving the efficiency of goods delivery at Ninja Express in Gunungsitoli, to assess the current state of the goods delivery process, and to identify the challenges faced in that process. This study employs a qualitative approach, with the researcher serving as the key instrument. Data were collected through observation, interviews, and document analysis, then analyzed using an interactive model comprising data collection, data reduction, data presentation, and drawing conclusions. The research variables were measured based on five monitoring and evaluation indicators: inputs, processes, outputs, outcomes, and impacts. The research results show that the implementation of the monitoring and evaluation system at Ninja Express in Gunungsitoli is supported by adequate hardware and software as well as trained human resources. Structured implementation through SOPs and real-time tracking technology has successfully increased delivery efficiency by approximately 15–20 percent, reduced operational errors, and improved process transparency and customer satisfaction. In the long term, this system also contributes to lower operating costs and increased company productivity. This study recommends enhancing human resource training, strengthening internal communication, optimizing technology, and strengthening risk management and compliance to maintain sustainable operational efficiency.

INTRODUCTION

Goods delivery is a vital component of the supply chain that plays an important role in maintaining smooth business operations and customer satisfaction (Zeithaml et al., 2021). In today's era of globalization and digitalization, customer expectations for goods delivery are increasingly high (Yani et al., 2026). Customers expect fast, accurate, and efficient delivery. This puts logistics companies such as Ninja Express under pressure to improve their operational efficiency. According to Hidayat et al (2023), monitoring is a program/project activity that involves collecting and analyzing one or more pieces of information accurately

and systematically, thereby enabling corrective action to be taken to perfect the next program/project. According to Mamelas et al (2023), evaluation is a process of determining decisions about the quality of an object or activity by involving value judgments based on data and information that have been collected, analyzed, and interpreted systematically.

Efficiency refers to the ability to achieve desired results by optimally using available resources. In the context of goods delivery, efficiency encompasses the optimal use of labor, time, equipment, and cost to deliver goods quickly and accurately (Arzaq et al., 2024). According to Syam (2020), efficiency is a measure of the success of an activity assessed based on the amount of resources used to achieve the desired result. An activity can be said to be efficient if there is an improvement in the process, for example, if it becomes faster or cheaper. One company engaged in the goods delivery business in Indonesia is Ninja Express, which has an operational center in Gunungsitoli City. In an effort to improve the efficiency of goods delivery, companies such as Ninja Express need to implement an effective monitoring and evaluation system. This system helps the company regularly monitor its operational performance, identify potential problems, and provide a basis for better decision-making. However, in the specific context of Ninja Express in Gunungsitoli City, there is still a need to better understand how the implementation of a monitoring and evaluation system can significantly improve the efficiency of their goods delivery.

Goods delivery is the process of shipping goods or packages from one location to another, usually through delivery services provided by logistics companies such as Ninja Express. This process involves a number of stages, including the collection of goods, packaging, shipment, tracking, and delivery to the final recipient. A monitoring and evaluation system is a framework consisting of procedures, tools, and methods used to collect, process, and analyze data related to goods delivery (Primadi & Putri, 2025). This system aims to monitor the company's operational performance, identify discrepancies with established standards or targets, and measure the impact of changes implemented to improve the efficiency of goods delivery.

This framework refers to the structure or plan designed to organize how the collection, processing, and analysis of data related to goods delivery will be carried out (Ekasari & Alhafidz, 2025). It includes the steps and procedures that must be followed to ensure that the monitoring and evaluation system runs effectively. Procedures are the concrete steps that must be followed in implementing the monitoring and evaluation system (Maharani & Sukaris, 2024). For example, procedures may include how to collect data on goods delivery, how to analyze that data, and how to take action based on the findings of the evaluation. Tools refer to the devices or technology used in the monitoring and evaluation process (Wulandari et al., 2025). These may include specialized software for delivery tracking, hardware such as sensors or GPS devices on delivery vehicles, or even assessment forms used by operational staff. Methods refer to the approaches used to collect and analyze data. For example, statistical methods, trend analysis, or customer surveys may be used in the

evaluation process, and are chosen based on the purpose and nature of the data collected (Fauzi et al., 2025). One of the main objectives of this system is to monitor and measure the company's operational performance that is, to see how far the company has achieved its targets in goods delivery, how much time is needed for delivery, how many errors occur, and so on. The system is also used to identify discrepancies with established standards or targets (Kurniawan et al., 2025). For example, if the company has set a target for delivering packages within a certain time, the system will help identify deliveries that exceed that time limit. It also enables the company to measure the impact of changes implemented to improve delivery efficiency, allowing the company to assess whether the changes have been successful or need to be adjusted further (Dwiguna & Kostini, 2025).

Based on the results of preliminary observations, the problem in the monitoring and evaluation system at Ninja Express Gunungsitoli City is the inconsistency in the delivery time of goods to customers. Although the company has set a specific delivery time target, delays from the established target often occur. For example, if the delivery time target is 2 (two) working days for deliveries to certain cities, deliveries often take more than 2 days, even reaching 3–4 (four) working days. This problem has a significant impact on customer satisfaction. Inconsistency in delivery time can lead to customer dissatisfaction, especially for those expecting fast delivery, such as the delivery of important or valuable goods. In addition, customers who rely on delivery timeliness for their business planning can also be disrupted by these delays. Regarding delivery accuracy, one of the problems often faced by Ninja Express is inaccurate delivery addresses provided by customers or recorded in their system. This often results in goods being delivered to the wrong place or delayed due to a lack of clear information about the recipient's address. A concrete example is when a customer orders goods with an incomplete or incorrectly written address, such as an unclear street name, an inaccurate house number, or a lack of geographic information. This can result in inaccurate delivery, delayed delivery, or even delivery being returned to the distribution center because the address cannot be identified.

RESEARCH METHODOLOGY

Type and Design of Research

This study uses a qualitative approach, which is a scientific method commonly used and carried out by groups of researchers in the social sciences, including education. This approach is a research and understanding process based on methods that investigate a social phenomenon and human problems, in which the researcher creates a complex picture, examines words, produces detailed reports of respondents' views, and conducts studies in natural settings (Koyan, 2022). In qualitative research, the researcher's role is as the key instrument in collecting and interpreting data through direct observation, interviews, and document study, while the validity and reliability of the data are tested using triangulation with an inductive method, with research results that emphasize meaning over generalization.

Research Variables

A research variable is an attribute, characteristic, or value of a person, object, or activity that has a certain variation established by the researcher to be studied and from which conclusions are then drawn (Sugiyono, 2022). The variable in this study is the implementation of the monitoring and evaluation system in improving the efficiency of goods delivery at Ninja Express Gunungsitoli City, with monitoring and evaluation indicators according to Sugiyono 2022) that include input, process, output, outcome, and impact.

Research Location and Schedule

This study was conducted at the Ninja Express office in Gunungsitoli City, located at Jl. Yos Sudarso Ujung, Saewe, Gunungsitoli District, Gunungsitoli City, with an implementation schedule following the provisions of the Management Study Program, Faculty of Economics, University of Nias in 2023, covering stages from title proposal submission, proposal preparation, proposal seminar, research, data processing, up to the thesis examination, which took place from February to October.

Data Sources

The data sources in this study consist of primary and secondary data. Primary data is usually collected for a specific purpose and is relevant to the research question or particular analysis needs; it is data obtained directly by the data collector, gathered personally by the researcher directly from the original source or the location where the research object is studied through respondents or informants (Sugiyono, 2022). Secondary data, on the other hand, refers to information collected from existing sources, that is, data sources that do not provide data directly to the data collector (Sugiyono, 2022).

Research Instrument

The instrument in this qualitative research is the researcher himself/herself, but once the research focus becomes clear, a simple research instrument is developed that is expected to complement the data and compare data found through observation and interviews, literature review and documentation, as well as documents related to government goods and services procurement (Rita Fiantika et al., 2022).

Data Collection Techniques

To obtain concrete data, the researcher carried out data collection techniques in the form of observation and interviews. Observation was conducted by directly or indirectly observing the behavior, activities, and interactions within the organizational environment, both by observing and recording activities occurring during interviews and by observing video or audio recordings. Interviews were conducted with previously selected key informants, either in person, by phone, or via video call, using a structured interview guide to ensure that relevant research topics could be asked consistently of each informant (Rachman et al., 2024).

Data Analysis Techniques

As is common in qualitative research, the data analysis process takes place during the data collection process and after the data collection period, flowing from the initial stage to the stage of drawing research conclusions, using the interactive model as stated by Miles et al (2020). Data analysis in this study was carried out through four stages: data collection, which involves searching for the data needed according to conditions at the research site, including financial reports and other supporting documents; data reduction, namely summarizing, selecting key points, focusing on important matters, identifying themes and patterns, and discarding what is unnecessary; data display in the form of matrices, graphs, and charts designed to combine organized information into an easily understood form so that the researcher can see what is happening and determine the next analysis steps; and conclusion drawing, in which initial conclusions are still tentative and may change if strong evidence is not found in the next stage of data collection, but will become credible conclusions if supported by valid and consistent evidence when the researcher returns to the field.

RESULTS AND DISCUSSION

Results

Input

What resources are used in the implementation of the monitoring and evaluation system at Ninja Express Gunungsitoli City?

Based on an interview with Tukari Buulolo, S.Pd (Head of Ninja Express) on April 9, 2024, it was explained: "The resources used in implementing the monitoring and evaluation system at Ninja Express Gunungsitoli City include hardware such as computers and servers, as well as specialized software for logistics management and delivery tracking. In addition, we also rely on trained human resources to operate this system and carry out the evaluation process regularly to ensure operational effectiveness and efficiency." Based on an interview with Bagus Setiawan, S.E (Operational Admin) on April 9, 2024, who supported the above statement: "In implementing the monitoring and evaluation system at Ninja Express Gunungsitoli City, we utilize various tools and technologies such as delivery management software, GPS devices for vehicle tracking, and mobile applications that enable real-time monitoring. We also use data analytics to evaluate delivery performance and determine areas that need improvement. Staff training is also an important part of our resources to ensure all team members can use this technology optimally." In another interview with Bagus Setiawan, S.E (Operational Admin) on April 9, 2024, it was mentioned: "The resources used include technological infrastructure such as computers, a stable internet network, and a delivery management information system. We also use specialized applications for tracking and evaluating delivery performance. In addition, the administrative team is regularly trained to manage and analyze the data obtained from this system. Support from management and collaboration between departments are also important factors in the success of implementing this system."

How is the training and development process for employees related to the use of this monitoring and evaluation system at Ninja Express?

Tukari Buulolo, S.Pd (April 9, 2024) stated: "Training and development of employees related to the use of the monitoring and evaluation system at Ninja Express is carried out through several stages. First, we hold an intensive workshop involving all staff. In this workshop, we introduce the basics of the system, its main functionalities, and the benefits of using it. Next, we involve employees in hands-on practice sessions where they can operate the system under the guidance of experienced instructors. In addition, we provide e-learning modules that can be accessed at any time to deepen their understanding and skills." Bagus Setiawan, S.E (Operational Admin, April 9, 2024) added: "As Operational Admin, I see that employee training focuses heavily on the technical aspects and practical applications of the monitoring and evaluation system. We hold regular training that includes simulations of real situations that may be encountered daily. Employees are trained to input data, analyze reports, and take action based on evaluation results. In addition, we have Q&A sessions and group discussions to ensure every employee understands and is able to use the system effectively." Tukari Buulolo, S.Pd also emphasized (April 9, 2024): "In the administrative division, training on the use of the monitoring and evaluation system is carried out in stages. Initially, we provide basic training on the system's interface and main features. Then, we continue with more in-depth advanced training, focusing on data analysis and report preparation. We also frequently hold refresher sessions to ensure employees stay updated with every system update or improvement. Besides formal training, we encourage employees to learn independently and share knowledge with each other through internal forums."

Process***What steps were taken in implementing the monitoring and evaluation system at Ninja Express?***

Tukari Buulolo, S.Pd (April 9, 2024) revealed: "The implementation of the monitoring and evaluation system at Ninja Express began with the formation of a special team responsible for overseeing daily operations. We also developed a detailed standard operating procedure (SOP) to ensure that every step in the package delivery process is properly monitored. In addition, we use advanced technology to track packages in real time, ensuring that each stage of delivery can be monitored and evaluated effectively." Bagus Setiawan, S.E (Operational Admin, April 9, 2024) stated: "In the operational division, we ensure that every package delivery at Ninja Express is always properly recorded. The monitoring system we use allows us to see the status of each package in real time. We also routinely conduct internal audits to evaluate performance and find areas that need improvement. The data we collect is then analyzed to provide insights into the efficiency and effectiveness of our operational processes." Tukari Buulolo, S.Pd (April 9, 2024) added: "In terms of administration, we use an information management system that allows us to integrate data from various departments. This makes it easier for us to conduct a thorough evaluation of Ninja Express's operational

performance. We also regularly hold evaluation meetings where we discuss findings from daily monitoring and develop follow-up plans for necessary improvements. This data-based approach helps us ensure that every decision made is supported by accurate and relevant information."

What challenges were faced during the process of implementing the monitoring system at Ninja Express?

Tukari Buulolo, S.Pd (April 9, 2024) said: "During the process of implementing the monitoring system at Ninja Express, the biggest challenge faced was resistance from employees. Many of them felt burdened by the new changes and needed time to adapt. In addition, the integration between the old system and the new monitoring system often encountered technical obstacles that required intensive handling." Bagus Setiawan, S.E (April 9, 2024) supported and added: "As Operational Admin, one of the main challenges is ensuring that the data entered into the monitoring system is accurate and up-to-date. There were several cases where data was not synchronized or there were delays in data input, resulting in inaccuracies in operational reports. In addition, training employees to use the new system also required considerable time and resources." Tukari Buulolo, S.Pd (April 9, 2024) also stated from the administrative side: "The challenge faced is managing and processing large amounts of data. The monitoring system requires consistent and complete data to function properly. The previous manual process often caused data inconsistencies that needed to be corrected before they could be entered into the new system. In addition, coordination between departments to ensure smooth implementation of the system was also one of the obstacles that needed to be overcome."

Output

What concrete results were obtained after implementing the monitoring and evaluation system at Ninja Express?

Tukari Buulolo, S.Pd (April 9, 2024) stated: "After implementing the monitoring and evaluation system at Ninja Express, we saw a significant improvement in operational efficiency. Package delivery became more timely and the error rate in package handling decreased drastically. In addition, we also received faster and more accurate feedback from customers, which helped us improve our service overall." Bagus Setiawan, S.E (April 9, 2024) added: "With the new monitoring and evaluation system, we can identify areas that need improvement more quickly. This is very helpful in optimizing work processes and task distribution in the field. In addition, the reports generated from this system are very detailed, making it easier for us to make more precise operational decisions." Tukari Buulolo, S.Pd (April 9, 2024) also mentioned: "A concrete result of implementing this system is the improvement in inventory tracking and management. We can now monitor stock more effectively and prevent shortages or excess goods. This system also provides greater transparency in daily operations, facilitates audits, and ensures compliance with established standards."

How much has the efficiency of goods delivery improved after implementing this system at Ninja Express?

Tukari Buulolo, S.Pd (April 9, 2024) stated: "With the implementation of the Ninja Express system, we have seen a significant improvement in the efficiency of goods delivery. Delivery time has decreased by up to 20% compared to before. This system allows us to manage delivery routes better and reduce waiting time at each distribution point." Bagus Setiawan, S.E (April 9, 2024) gave another estimate: "The implementation of the Ninja Express system has improved overall operational efficiency. We can track deliveries in real time, which helps optimize delivery routes and minimize errors. Delivery efficiency has increased by around 15%, and we can provide faster service to customers." Tukari Buulolo, S.Pd (April 9, 2024) mentioned an additional figure on another occasion: "The implementation of this new system has brought positive changes to the delivery administration process. Delivery data is easier to access and monitor, reducing the time needed for verification and reporting. The efficiency of goods delivery has increased by around 18%, which has contributed to higher customer satisfaction."

How is employee performance in using the monitoring and evaluation system at Ninja Express?

Tukari Buulolo, S.Pd (April 9, 2024) stated: "Employee performance in using the monitoring and evaluation system at Ninja Express is very good. They have shown improved efficiency and accuracy in monitoring various operational processes. This system helps our employees more easily identify and resolve problems, and provides more timely and accurate reports. With this system, coordination between teams has become more effective and responses to customer needs have become faster." Bagus Setiawan, S.E (April 9, 2024) added: "From an operational standpoint, the use of the monitoring and evaluation system at Ninja Express has had a positive impact on employee performance. Employees find it easier to monitor delivery status and conduct daily performance evaluations. The data generated from this system is very helpful in making quick and precise decisions. In addition, this system also reduces human error and increases work productivity because all data is integrated on one easily accessible platform." Tukari Buulolo, S.Pd (April 9, 2024) also emphasized the administrative benefits: "Employees in the administrative division also feel significant benefits from using the monitoring and evaluation system at Ninja Express. The administrative process has become more efficient with this system because all information can be accessed in real time. In addition, reporting has become easier and requires less time because the data is already available digitally. This system helps us organize and store documents better, thereby minimizing data loss and improving administrative accuracy."

Outcome***What significant changes have been felt after the implementation of the monitoring and evaluation system at Ninja Express?***

Tukari Buulolo, S.Pd (April 13, 2024) said: "After implementing the monitoring and evaluation system at Ninja Express, I have felt an improvement in efficiency in daily operations. We can track deliveries more accurately and quickly, which reduces errors and increases customer satisfaction. In addition, more structured reports make it easier for us to make better strategic decisions." Bagus Setiawan, S.E (April 13, 2024) added: "With the monitoring and evaluation system in place, the administrative and operational process has become more transparent and controlled. We can clearly see the performance of each division and provide more constructive feedback. This also helps us identify areas that need improvement more quickly." Tukari Buulolo, S.Pd (April 13, 2024) emphasized another benefit: "The significant change I feel is the ease of monitoring and evaluating the administrative process. This system provides more complete and real-time data, so we can follow up on every issue more quickly. In addition, communication between divisions has become more effective because all information is available on one platform."

How does this system impact customer satisfaction at Ninja Express?

Tukari Buulolo, S.Pd (April 13, 2024) opined: "In my opinion, the impact of this system on customer satisfaction at Ninja Express is very positive. A good and structured system will ensure that deliveries are made more quickly and efficiently. That way, customers will receive their packages on time and in good condition. This will certainly increase customer trust and satisfaction with the services provided by Ninja Express." Bagus Setiawan, S.E (April 13, 2024) added: "As Operational Admin, I see that implementing this system can improve the accuracy and speed of delivery handling. A more efficient process will reduce errors and delays, which directly impacts increased customer satisfaction. Customers will feel more satisfied because the service provided meets their expectations, both in terms of time and quality." Tukari Buulolo, S.Pd (April 13, 2024) also assessed from the administrative side: "From an administrative point of view, this system makes it easier for us to track and manage deliveries. With more organized data, we can provide more accurate and faster information to customers regarding their delivery status. Customers will feel more valued and well served, which will certainly increase their satisfaction with Ninja Express."

Impact

How does this monitoring and evaluation system affect the business growth of Ninja Express in Gunungsitoli City?

Tukari Buulolo, S.Pd (April 13, 2024) explained: "The monitoring and evaluation system implemented by Ninja Express in Gunungsitoli City has a positive impact on their business growth. With this system, operational performance can be monitored in real time, so problems can be quickly detected and addressed." Bagus Setiawan, S.E (April 13, 2024) added: "The monitoring and evaluation system is very helpful in optimizing operational processes at Ninja Express Gunungsitoli. With accurate and up-to-date data, we can identify areas that need improvement and take corrective action quickly. This not only improves team productivity but also ensures that the services provided always meet high standards. As a

result, customers are satisfied and tend to return to use our services, which ultimately drives business growth." Tukari Buulolo, S.Pd (April 13, 2024) closed this statement with: "From an administrative point of view, the monitoring and evaluation system provides ease in reporting and performance analysis. The data collected through this system allows us to conduct in-depth evaluations and make data-driven decisions. This helps us stay competitive and responsive to changing market needs. With improved efficiency and service quality, Ninja Express in Gunungsitoli can attract more customers and significantly grow its business."

What long-term impact is expected from the implementation of the Ninja Express system?

Tukari Buulolo, S.Pd (April 13, 2024) stated: "The implementation of the Ninja Express system is expected to bring positive long-term impacts on operational efficiency and customer satisfaction. With more advanced technology and integrated processes, we can track deliveries more accurately and quickly, which ultimately increases customer satisfaction. In addition, this system allows us to reduce operational costs through automation and increased productivity. This will strengthen our market position and enable us to offer more competitive services." Bagus Setiawan, S.E (April 13, 2024) added his hopes: "With the implementation of the Ninja Express system, we hope to see a significant improvement in operational efficiency. This system offers an end-to-end solution that will automate many manual tasks, reduce the risk of human error, and speed up the delivery process. In the long term, this will help us manage resources more effectively, reduce costs, and improve delivery punctuality. All of this will contribute to increased customer loyalty and the company's reputation." Tukari Buulolo, S.Pd (April 13, 2024) also added: "The long-term impact of implementing the Ninja Express system includes improvements in data management and process transparency. This system will allow us to have real-time access to operational data, which is very important for analysis and better decision-making. In addition, we can more easily ensure compliance with applicable standards and regulations. This will reduce risk and increase customer trust in our services, which ultimately supports the company's long-term growth."

Discussion

Resource Analysis (Input)

The resources used in implementing the monitoring and evaluation system at Ninja Express include hardware, software, and trained human resources. This statement is consistent with the literature emphasizing that strong information technology infrastructure is an important pillar in supporting operational efficiency and better decision-making (Laudon & Laudon, 2021). The implementation of hardware such as computers, servers, and GPS devices, as well as specialized software for logistics management and delivery tracking, aligns with this principle. In addition, human resource training and development are key to ensuring the optimal use of the implemented system; this is consistent with human resource development theory, which emphasizes the importance of continuous, competency-based training to improve employee performance (Turner & Zolin, 2012).

Process Analysis (Process)

Implementation was carried out through structured steps: forming a special team, developing SOPs, and using technology for real-time tracking. This approach is consistent with business process management theory, which shows the effectiveness of monitoring each operational stage when procedures and system integration are applied (Harmon, 2021). Challenges such as employee resistance and technical obstacles in system integration are common in organizational change; change management theory recommends transparent communication and active employee involvement to reduce resistance (Kotter, 2021).

Output Analysis (Output)

Concrete results include improved operational efficiency, reduced errors, and increased customer satisfaction. These findings are consistent with operations management theory, which states that the application of information technology can improve the timeliness and accuracy of operational processes, ultimately leading to increased customer satisfaction (Heizer & Render, 2022). The reported 15–20% improvement in delivery efficiency demonstrates the system's effectiveness in optimizing routes and reducing human error; this is supported by supply chain theory, which emphasizes the role of technology in improving responsiveness and efficiency (Chopra & Meindl, 2016).

Outcome Analysis (Outcome)

The significant changes observed operational efficiency, process transparency, and ease of tracking indicate that an integrated information system provides better visibility into business processes, thereby supporting fast and accurate decision-making (O'Brien & Marakas, 2020). The positive impact on customer satisfaction aligns with customer satisfaction theory, which identifies service quality and timeliness as key determinants of satisfaction (Zeithaml et al., 2021).

Impact Analysis (Impact)

The implementation of the monitoring and evaluation system has a positive long-term impact on business growth through improved efficiency and reduced operational costs, ultimately increasing the company's productivity and competitiveness; this is consistent with business growth theory, which emphasizes efficiency and innovation as key drivers of sustainable growth (Davidsson & Wiklund, 2021). In addition, improved data management and process transparency strengthen regulatory compliance and reduce operational risk, thereby increasing customer trust consistent with risk management practices that emphasize the importance of data and compliance for risk mitigation (Hopkin, 2022).

CONCLUSION

The implementation of the monitoring and evaluation system at Ninja Express Gunungsitoli City has had a significant positive impact on operational efficiency and customer satisfaction. In terms of resources (input), the use of advanced hardware and software along with continuous human resource training are key factors in the system's

success. In terms of process, structured implementation through SOPs and real-time tracking technology, supported by transparent communication and active employee involvement, successfully overcame resistance and technical obstacles. In terms of output, delivery efficiency increased by around 15–20%, accompanied by a decrease in operational errors and an increase in customer satisfaction. In terms of outcome, this system improved process transparency and business visibility, making decision-making more precise and faster. As for impact, this implementation has contributed to long-term operational efficiency, cost reduction, increased productivity, and strengthened customer trust through good data management and regulatory compliance. Based on these conclusions, Ninja Express Gunungsitoli City is advised to continue improving human resource training and development through workshops, hands-on practice, and e-learning modules that keep pace with technological developments, as well as to strengthen internal communication through regular evaluation meetings and discussion forums so that all employees understand the purpose of the system being implemented. In addition, the company needs to continuously optimize technology and operational processes through sustained investment, improve service quality with an effective customer feedback system, and strengthen risk management and compliance with standards and regulations in order to maintain transparency and customer trust on an ongoing basis.

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