An Analysis of Goods Delivery Operations Management at Shopee Express in Palopo City

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The increasing volume of e-commerce transactions has created greater demand for fast, accurate, and reliable goods delivery, while delivery delays, shipment accumulation, system disruptions, and distribution barriers remain operational challenges. This study aims to analyze the operational management of goods delivery at Shopee Express in Palopo City and identify the factors supporting and hindering its implementation. This research employed a qualitative method with a descriptive case study approach. Data were collected through observation, semi-structured interviews, and documentation involving 25 informants selected using purposive sampling, consisting of supervisors or coordinators, couriers, sorting and warehouse staff, operational administrative staff, and customers. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, while data credibility was ensured through source, technique, and time triangulation. The findings indicate that operational management has been implemented relatively well through the functions of planning, organizing, actuating, and controlling. Planning is based on package volume, distribution areas, human resource requirements, and operational targets, while clear task division supports coordination among operational personnel. Delivery implementation is supported by digital systems and barcode scanning, and controlling is conducted through tracking systems, performance evaluation, and complaint handling. The main supporting factors are human resources, technology, fleet availability, tracking systems, and work coordination. Meanwhile, weather conditions, infrastructure limitations, system disruptions, high delivery volumes, and customer-related factors remain the main obstacles. The study concludes that effective delivery management requires the integration of human resources, technology, physical resources, and coordination, with continuous improvements in operational monitoring, resource capacity, and distribution optimization.
Keywords: Operational Management, Goods Delivery, E-Commerce Logistics.

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1. Introduction

The phenomenon of delayed deliveries, discrepancies between estimated and actual delivery times, package accumulation at distribution centers, and increasing customer complaints has become an issue in the goods delivery industry in Indonesia. This condition is also found in delivery services integrated with e-commerce platforms. In Palopo City, the increasing volume of online shopping transactions through the Shopee platform has contributed to a significant increase in the volume of shipments handled by Shopee Express. This situation requires the company to manage its operational processes effectively so that packages can be delivered to customers within the expected timeframe. However, several operational problems are still encountered, including delivery delays, shipment status updates that do not correspond to actual conditions, limited numbers of couriers at certain times, and distribution barriers in areas with relatively difficult geographical access.

These conditions are important to examine because delivery services play an essential role in supporting e-commerce activities. In an e-commerce system, a transaction is not considered complete when consumers make a payment, but when the goods are successfully received by customers in good condition and within

the promised delivery time. Therefore, operational management of delivery services has a strategic role in maintaining service quality, customer satisfaction, and business continuity. When operational processes are not managed effectively, the impact may be experienced not only by delivery companies but also by consumers, business actors, and e-commerce platforms involved in the distribution chain.

Operational management involves the planning, organizing, implementation, and control of organizational resources to produce goods or services effectively and efficiently. Heizer, Render, and Munson (2020) explain that operations management consists of activities that create value through the transformation of various resources into goods and services. In the logistics industry, this process involves not only the delivery of goods but also the management of human resources, information systems, transportation fleets, storage facilities, and service quality control. Christopher (2022) further explains that logistics involves the strategic management of the flow of goods, information, and resources from the point of origin to the point of consumption to meet customer needs effectively. This perspective emphasizes the importance of coordination among the various parties involved in the supply chain, particularly in ensuring the smooth distribution of goods.

However, previous discussions of delivery services have largely focused on service quality, customer satisfaction, and delivery speed, while studies specifically examining operational management in e-commerce-based delivery companies, particularly Shopee Express, remain relatively limited. Previous studies have also tended to use quantitative approaches, providing less opportunity to explore operational realities in the field, including supporting and inhibiting factors affecting the effectiveness of delivery processes. Therefore, this study focuses on the operational management of goods delivery at Shopee Express in Palopo City. The study examines the processes of planning, organizing, implementing, and controlling delivery activities, as well as the factors that support and hinder the implementation of these operational activities. Based on this background, this study aims to analyze the operational management of goods delivery at Shopee Express in Palopo City and to identify and analyze the factors that support and hinder the implementation of goods delivery operations. Specifically, the study examines how the operational system is implemented in supporting the smooth delivery of goods and how human resources, technology, facilities and infrastructure, and work systems influence the operational process.

2. Literature Review And Problem Statement

Management is a fundamental concept in organizational studies that involves coordinating and utilizing organizational resources to achieve predetermined goals effectively and efficiently. Robbins and Coulter (2021) define management as a process of coordinating and overseeing the work activities of others so that organizational objectives can be achieved effectively and efficiently. Similarly, Terry (2022) conceptualizes management as a process consisting of planning, organizing, actuating, and controlling resources to achieve organizational goals. These four functions, commonly referred to as POAC (Planning, Organizing, Actuating, and Controlling), provide a comprehensive framework for examining how organizational activities are planned, structured, implemented, and monitored. In the context of delivery services, this framework is particularly relevant because operational activities involve the coordination of human resources, transportation, distribution processes, technology, and service activities.

Operations management extends the management concept to the processes through which organizational resources are transformed into goods or services that provide value to customers. Heizer, Render, and Munson (2020) explain that operations management encompasses activities that create value through the transformation of inputs into goods and services, while Stevenson (2021) emphasizes the management of processes that produce goods and services effectively. The effectiveness of operations is also closely related to service quality. Slack, Brandon-Jones, and Burgess (2023) state that operational quality concerns

an organization's ability to consistently meet customer needs and expectations. In delivery services, operational quality can be reflected in delivery timeliness, package safety, delivery accuracy, availability of information, and responsiveness to customer complaints. Furthermore, Rushton, Croucher, and Baker (2022) explain that goods delivery involves the movement of products through a distribution network designed to fulfill customer needs in a timely and economical manner. Therefore, effective delivery operations require the integration of planning, human resources, transportation, distribution, technology, and quality control.

Although the literature provides a strong conceptual basis for understanding management, operations management, and goods delivery, there remains a need to examine how these concepts are implemented in the operational context of e-commerce-based logistics services at the local level. The existing literature in the reviewed material primarily provides general explanations of operational management, delivery processes, and service standards, while the specific implementation of these functions within Shopee Express in Palopo City, including the supporting and inhibiting factors encountered in daily operations, requires further examination. This gap is important because Shopee Express operates through an integrated system involving package pickup, sorting, transportation, last-mile delivery, and digital tracking, making operational coordination an important aspect of delivery performance. Therefore, this study seeks to analyze how the functions of planning, organizing, actuating, and controlling are implemented in the management of goods delivery at Shopee Express in Palopo City and to identify the factors that support and hinder the implementation of its delivery operations.

3. Method

This study employed a qualitative research method with a descriptive case study approach. The method was selected because the study aimed to obtain an in-depth understanding of how goods delivery operations are managed at Shopee Express in Palopo City and to identify the factors that support and hinder their implementation. A qualitative approach enables the researcher to examine phenomena based on participants' perspectives and the conditions occurring in a natural setting, while a case study approach allows contemporary phenomena to be examined comprehensively within their real-life context (Moleong, 2021; Yin, 2023). The research was conducted at the Shopee Express office in Palopo City from June to July 2026. The researcher served as the main instrument, supported by interview guidelines, observation guidelines, field notes, audio or video recording devices, cameras, and relevant documents.

The informants were selected using purposive sampling based on their knowledge, experience, and direct involvement in Shopee Express delivery operations. A total of 25 informants participated, consisting of one coordinator or supervisor, ten couriers, four sorting or warehouse staff, three operational administrative staff, and seven customers or Shopee Express service users. Data were collected through direct observation, semi-structured interviews, and documentation. Observation focused on delivery activities, including package receiving, sorting, distribution, and delivery to customers. Semi-structured interviews were conducted to obtain detailed information from informants regarding operational management and the factors affecting its implementation, while documentation was used to complement and verify information obtained through observation and interviews.

Data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2022), which consists of data reduction, data display, and conclusion drawing and verification. Data reduction involved selecting and focusing the information relevant to the study's research focus. The reduced data were then organized and presented in systematic forms, particularly narrative descriptions, tables, or other relevant displays, to facilitate interpretation. Conclusions were subsequently drawn by identifying patterns, relationships, and tendencies emerging from the interview, observation, and documentation data and by relating the findings

to the theories and concepts used in the study. To ensure data credibility, the study applied data triangulation consisting of source, technique, and time triangulation. Source triangulation compared information from supervisors, couriers, operational staff, and customers; technique triangulation compared interview, observation, and documentation data; and time triangulation examined the consistency of information collected at different times.

4. Results And Discussion

The findings indicate that the operational management of goods delivery at Shopee Express in Palopo City has generally been implemented through four management functions: planning, organizing, actuating, and controlling. In the planning function, operational activities are prepared based on daily package volume, distribution areas, courier requirements, warehouse capacity, and delivery targets. The findings show that package volume data are used to determine courier allocation, work areas, and distribution schedules, while daily briefings are conducted to communicate targets and operational conditions. The organizing function is characterized by a clear division of responsibilities among supervisors, coordinators, sorting staff, administrative staff, and couriers. This division facilitates coordination and minimizes overlapping responsibilities. In the actuating function, the delivery process consists of package receiving, sorting, distribution to couriers, and delivery to customers, supported by barcode scanning and digital applications. Meanwhile, controlling is conducted through real-time monitoring, employee performance evaluation, complaint handling, and routine operational evaluation. These findings are consistent with Terry's (2022) management framework, which emphasizes planning, organizing, actuating, and controlling as fundamental functions for achieving organizational objectives. The findings also support Heizer, Render, and Munson's (2020) view that effective operations management requires the coordination of organizational resources and processes to produce services efficiently.

The study further identifies five major supporting factors in delivery operations: human resources, technology, delivery fleets, tracking systems, and work coordination. Competent and experienced employees were found to contribute to the accuracy and efficiency of package sorting and delivery, while training and communication between couriers and supervisors supported employees in dealing with operational problems. Technology also played an important role because digital systems facilitated package recording, sorting, distribution, monitoring, and delivery confirmation. The availability of well-maintained vehicles supported courier productivity and delivery timeliness, while the tracking system provided information about package status to both employees and customers. Effective coordination through daily briefings and direct communication also facilitated rapid problem solving. These findings are in line with Stevenson (2021), who emphasizes that effective operations require appropriate management of resources and processes, and with Rushton, Croucher, and Baker (2022), who highlight the importance of transportation, information, and distribution processes in logistics activities. The findings also indicate that operational effectiveness does not depend on a single factor but on the integration of human resources, technology, physical resources, and coordination within the delivery system.

Despite the generally effective implementation of operational management, several factors were found to hinder the delivery process. These included unfavorable weather conditions, inadequate infrastructure, digital system disruptions, increased delivery volume, and external customer-related factors such as unclear addresses, inactive telephone numbers, or customers being unavailable at the delivery location. High package volumes during promotional periods and holidays increased the workload of sorting staff and couriers and created the potential for package accumulation and delivery delays. Similarly, poor road conditions and heavy rainfall could increase travel time and affect courier safety. Digital system disruptions also occasionally delayed scanning and shipment status updates. These findings demonstrate that the

effectiveness of delivery operations is influenced not only by internal management but also by external environmental and operational conditions. Nevertheless, the company attempts to minimize these obstacles through operational coordination, technology utilization, performance evaluation, and adjustments to resource allocation. Overall, the findings suggest that the implementation of planning, organizing, actuating, and controlling functions has supported the delivery operations of Shopee Express in Palopo City, although continuous improvement is still required, particularly in resource capacity, distribution optimization, and operational monitoring.

Table 1. Summary of Operational Management Findings at Shopee Express Palopo

Aspect	Description	Key Findings
Planning	Package volume, courier allocation, distribution areas, warehouse capacity, and delivery targets.	Planning is conducted systematically using operational data.
Organizing	Division of responsibilities among supervisors, sorting staff, administrative staff, and couriers.	Clear responsibilities facilitate coordination.
Actuating	Package receiving, sorting, courier distribution, and delivery.	Operations are supported by digital systems and barcode scanning.
Controlling	Real-time monitoring, performance evaluation, and complaint handling.	Continuous monitoring supports corrective action.
Supporting factors	Human resources, technology, fleet, tracking system, and coordination	These factors improve operational efficiency and service quality.
Hindering factors	Weather, infrastructure, system disruptions, delivery volume, and external factors.	These factors may cause delays and disrupt distribution.

5. Conclusion

This study concludes that the operational management of goods delivery at Shopee Express in Palopo City has been implemented relatively well through the four management functions of planning, organizing, actuating, and controlling. Planning is conducted by considering package volume, delivery areas, operational targets, human resources, and fleet requirements. Organizing is supported by a clear division of responsibilities among supervisors, administrative staff, warehouse personnel, and couriers. The implementation of delivery activities follows the company's operational procedures, beginning with package receiving and sorting and continuing through distribution to customers, with digital technology and barcode scanning supporting the process. Meanwhile, controlling is conducted through tracking systems, courier performance evaluation, operational monitoring, and customer complaint handling. These findings are consistent with the management framework of Terry (2022), which emphasizes planning, organizing, actuating, and controlling as essential functions for achieving organizational objectives. The findings also support the principles of operations management described by Heizer, Render, and Munson (2020), particularly the importance of coordinating resources and operational processes to achieve effective and efficient service delivery.

The study also identifies human resources, technology, fleet availability, tracking systems, and effective work coordination as the main supporting factors in delivery operations. These factors contribute to operational efficiency, delivery accuracy, information transparency, and service quality. However, the implementation of delivery operations continues to face several obstacles, including unpredictable weather, inadequate infrastructure in some areas, system disruptions, increased package volumes during certain periods, unclear customer addresses, difficulty contacting customers, and traffic conditions. These findings indicate that delivery performance is influenced by both internal organizational capabilities and external environmental conditions. Although the company attempts to minimize these obstacles through operational

adjustments, technological utilization, coordination, and continuous evaluation, they remain important challenges in maintaining consistent delivery performance.

In practical terms, the findings suggest that Shopee Express in Palopo City needs to continuously strengthen operational monitoring, optimize information technology systems, maintain the availability and condition of delivery fleets, and improve human resource capacity. Couriers and operational staff also need to maintain professionalism, discipline, and effective communication with customers, particularly in addressing delivery-related problems. Customers can contribute by providing complete delivery addresses, maintaining accessible contact information, and actively monitoring package status through the tracking system. This study contributes to an understanding of how management functions are applied in local e-commerce logistics operations and demonstrates that effective delivery management depends on the integration of organizational planning, human resources, technology, physical resources, and coordination. Future research could examine delivery performance using additional operational indicators or compare the implementation of logistics management across different e-commerce delivery companies and locations.

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