



Analysis of Distribution and Performance of Marine Fish Warehouses: A Case Study of Ariyanto's Business in Bengkulu City

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ABSTRACT

Purpose: This study aims to analyze the influence of compensation, work motivation, and job insecurity on turnover intention of Star Travel drivers.

Methodology: The sampling method in this study used a saturated sample containing 51 employees, and the analysis was carried out using the Partial Least Square Technique. The data were processed from a questionnaire with a Likert-based weighting scale. **Results:** it was found that compensation and work motivation had a negative and significant influence on turnover intention of Star Travel drivers. Meanwhile, job insecurity had a positive and significant influence on turnover intention of Star Travel drivers. **Findings:** This study found that job insecurity has a bigger influence on turnover intention compared to compensation and work motivation. **Novelty:** This study focuses on the problems that cause employee turnover intention in this company, which have not been previously studied. **Conclusion:** This study concludes that to reduce turnover intention, it is necessary to provide an understanding value of the benefits provided, evaluate employee motivation, and provide training to minimize errors made by employees.

Type of Paper: Empirical research paper.

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INTRODUCTION

Marine fish are a primary food source for the Indonesian people, rich in omega-3 and omega-6 fatty acids that are beneficial for body health (Inara, 2020). Besides having high nutritional value, marine fish also hold significant economic value with continuously increasing demand, thus requiring sustainable production and quality management (Setiabudi, 2017). One of the determining factors for fish quality reaching consumers is the distribution system. Distribution plays a role in efficiently channeling products from producers to consumers (Dewantara, 2020). Mr. Ariyanto's fish warehouse in Bengkulu City plays a crucial role in the supply of marine fish, and therefore, this research aims to analyze the distribution channels and evaluate the distribution performance of the said warehouse.

METHOD

Analysis Method

The methods and data analysis employed in this study are designed to simplify, structure, and systematically process the collected data. Subsequently, this data will be interpreted and

assigned meaning to effectively resolve the problems addressed in the research, ultimately aiming to answer the established research questions. This study utilizes a descriptive method with a mixed-methods approach, incorporating both qualitative and quantitative techniques. The qualitative approach is used to accurately describe the fish distribution channels at Mr. Ariyanto's warehouse in Pondok Besi Village, with necessary data acquired through interviews conducted with the owner and other relevant stakeholders. Conversely, the quantitative approach is applied to analyze both the distribution effectiveness and the warehouse's overall performance level, using a Likert scale administered via questionnaires distributed to the respondents.

RESULTS AND DISCUSSION

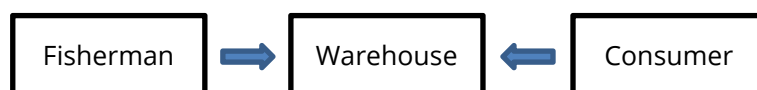
RESULTS

Distribution Channel at Mr. Ariyanto's Seafood Warehouse

Distribution channels represent a company's decision to place its products at the right time and in the right place. Every producer or company seeks to form a sequence or structure that can help achieve the company's objectives. Based on the research findings, it is known that Mr. Ariyanto's fish warehouse implements several types of distribution channels, as follows:

Figure 1. Distribution Channel 1

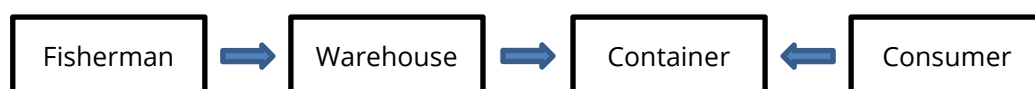
Channel 1



In this channel, the fish caught by the local fishermen (Pondok Besi) are brought directly to Mr. Ariyanto's fish warehouse. Then, consumers come to the warehouse to buy the fish directly without any intermediary. Through this channel, consumers receive the original price with no additional costs because they come directly to the warehouse, meaning the warehouse does not incur transportation costs. For example, the price of tuna fish, which is $\text{Rp}28,000$ per kilogram, will remain $\text{Rp}28,000$ per kilogram if consumers buy directly from the warehouse. Likewise, consumers will also receive a fixed price for other types of fish if they purchase them directly from the warehouse.

Figure 2. Distribution Channel 2

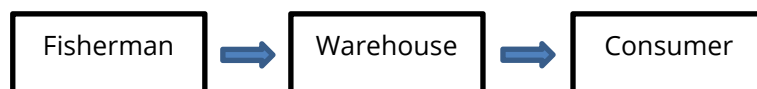
Channel 2



In this channel, the fish caught by local fishermen (Pondok Besi) are first stored in the warehouse before being distributed to collectors. Subsequently, the fish in the warehouse are sent to collectors in several cities, namely East Java, Lubuk Linggau, Jambi, and Palembang. Consumers then purchase the fish from these collectors, not directly from the warehouse. In this channel, the price of the fish becomes higher when the warehouse sends the fish to the collectors because there are additional costs and a longer distribution chain. The price of tuna, which was originally $\text{Rp}28,000$ per kilogram, increases to $\text{Rp}30,800$ – $\text{Rp}36,400$ per kilogram. Similarly, the price of other types of fish also varies depending on the additional costs and profit margin applied by the warehouse during the distribution process. In the process of shipping to outside regions, specifically East Java, Lubuk Linggau, Jambi, and Palembang, the warehouse must bear various operational costs, including transportation costs, fuel, labor, and also cooling costs to maintain the freshness of the fish during transit.

Figure 3. Distribution Channel 3**Channel 3**

This channel illustrates the complete distribution route, starting from the fishermen until it reaches the end consumer through two intermediaries: the warehouse and the collectors located in several cities, namely East Java, Lubuk Linggau, Jambi, and Palembang. In this channel, the warehouse also sells the fish to the collectors at a higher price due to additional costs such as transportation fees and so on. The price of tuna fish, which was originally \$ Rp 28,000\$ per kilogram, increases to \$ Rp 30,800\$ – \$ Rp 36,400\$ per kilogram, and the same applies to other types of fish.

Figure 4. Distribution Channel 4**Channel 4**

In this channel, the fish caught by local fishermen (Pondok Besi) are immediately stored at Mr. Ariyanto's fish warehouse, then sold directly to consumers (in the Bengkulu region) without involving collectors. The price of fish in this channel is not as high as sales to collectors outside the region because the delivery is carried out to consumers who are still within the Bengkulu area. Therefore, the additional costs incurred are generally not as high as the costs for shipping outside the region. The price of tuna fish at Mr. Ariyanto's warehouse, which was originally \$ Rp 28,000\$ per kilogram, increases to \$ Rp 29,400\$ – \$ Rp 30,800\$ per kilogram, and the prices for other types of fish are also not as high as those shipped outside the region.

Distribution Effectiveness at Mr. Ariyanto's Seafood Warehouse

Based on the research conducted on 11 respondents, consisting of one warehouse owner and ten employees, the results of the assessment regarding distribution effectiveness were obtained, covering several aspects, namely timeliness, distribution reliability, cost accuracy, distribution coverage, and product quality during distribution. The tabulated data results can be seen in the following table:

Table 1. Effectiveness Distribution

Score	Category	Amount (Person)	Percentage (%)	Effectiveness Distribution
25 – 43,74	Very Ineffective	0	0	72,7 (Effective)
43,75 – 62,4	Ineffective	0	0	
62,5 – 81,24	Effective	11	100	
81,25 - 100	Very Effective	0	0	
Amount		11	100	72,7

Source: Primary Data Processed, 2025

Based on Table 4.7. above, it is known that all respondents (11 people) assessed the distribution effectiveness at Mr. Ariyanto's fish warehouse in Pondok Besi Village as falling into the effective category, with a percentage of \$72.7\%\$. For the very ineffective category, the result was 0 or \$0\%\$, the ineffective category was 0 or \$0\%\$, the effective category was 11 or \$100\%\$, and the

very effective category was 0 or 0%. Based on the average result obtained from the calculation of the distribution effectiveness index, which is 72.7%, it is included in the effective category. This category was obtained because the questionnaire I provided contained 5 indicators, each having 5 questions with the answer choices of strongly agree (4), agree (3), disagree (2), and strongly disagree (1). The majority of the answers were in the strongly agree and agree choices, thus obtaining results where the timeliness indicator obtained an average score of (3.2), distribution reliability (3.47), cost accuracy (3.6), distribution coverage (2.53), and product quality in distribution (3.05). From these values, an overall index of 72.7% was obtained, which falls within the range of 62.5–81.24% (effective category).

It is said to be effective because, in terms of timeliness, Mr. Ariyanto's fish warehouse rarely experiences delays in the distribution process from the warehouse to the customers. In terms of distribution reliability, Mr. Ariyanto's fish warehouse always ensures that the fish sent match the ordered quantity and rarely experiences errors, such as the type of fish sent not matching the order. In terms of cost accuracy, Mr. Ariyanto's fish warehouse sets distribution costs that are commensurate with the services provided. In terms of distribution coverage, Mr. Ariyanto's fish warehouse is capable of distributing fish to various regions. And finally, in terms of product quality in distribution, Mr. Ariyanto's fish warehouse always ensures that the fish sent from the warehouse are in fresh condition because the warehouse uses a storage system with ice, thereby maintaining its quality.

This aligns with the research by Sengkey (2020), which showed that the fish distribution activities from the warehouse have been executed well and meet expectations. The distribution process is rated as effective based on the aspects of timeliness, distribution reliability, cost accuracy, distribution coverage, and product quality in distribution. Therefore, it can be concluded that the distribution system for catches at Mr. Ariyanto's seafood warehouse has been running optimally and is capable of supporting the smooth marketing of fishery products in Pondok Besi Village.

Performance Level at Mr. Ariyanto's Seafood Warehouse

Based on the research conducted on 11 respondents, consisting of one warehouse owner and ten employees, the results of the assessment regarding the warehouse performance level were obtained, covering several aspects: storage accuracy, cooling technology, operational management, and product shelf life. The tabulated data results can be seen in the following table:

Table 2. Performance Level

Score	category	Amount (Person)	Percentage (%)	Performance Level
20 - 35	Not Very Good	0	0	85,23 (Very Good)
36 - 51	Not Good	0	0	
52 - 67	Neutral	0	0	
68 - 83	Good	1	1	
84 - 100	Very Good	10	99	
Amount		11	100	

Source : Primary Data Processed, 2025

Based on the calculation results of Table 4.8. above, the results obtained are: 0 or 0% for the very poor category, 0 or 0% for the poor category, 0 or 0% for the neutral category, 1 or 1% for the good category, and 10 or 99% for the very good category. The average result obtained from the calculation of the performance level index at Mr. Ariyanto's seafood warehouse in Pondok Besi Village is 85.23% and is included in the very good category. This is because the questionnaire I provided contained 4 indicators, each having 5 questions with the answer choices of strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). The majority of the answers were in the agree and strongly agree choices, thus obtaining the

following average indicator results: storage accuracy \$(4.58)\$, cooling technology \$(4.22)\$, operational management \$(4.36)\$, and product shelf life \$(4.47)\$. From these values, an overall index of \$85.23\%\$ was obtained, which falls within the range of \$84-100\$ (very good category).

It is said to be very good because, in terms of storage accuracy, Mr. Ariyanto's fish warehouse always sorts the fish based on type and size, thus there is no difficulty in finding fish in the warehouse. In terms of cooling technology, it uses adequate technology, namely ice, which maintains the quality and freshness of the fish. In terms of operational management, Mr. Ariyanto's fish warehouse has professional and trained manpower in handling the storage of seafood. And in terms of product shelf life, Mr. Ariyanto's fish warehouse always ensures the fish is well-preserved and in edible condition before being distributed

This aligns with Qoni'ah's (2019) research, which showed that all operational activities in the warehouse have been executed very well and satisfactorily. Respondents assessed the warehouse performance as very good when viewed from various aspects, such as accuracy in fish storage, utilization of adequate cooling technology, organized operational management, and the ability to maintain the quality and shelf life of the fish product. Thus, it can be concluded that the performance level at Mr. Ariyanto's seafood warehouse is classified as very good and has been running optimally.

CONCLUSION

Based on the research findings regarding the distribution channels, distribution effectiveness, and performance level at Mr. Ariyanto's seafood warehouse in Pondok Besi Village, the following can be concluded: 1) Mr. Ariyanto's seafood warehouse distribution channels include four types: a) from fishermen to the warehouse and consumers buy directly from the warehouse, b) from fishermen to the warehouse to collectors and consumers buy directly from the collectors' location, c) from fishermen to the warehouse to collectors and then to consumers, and d) from fishermen to the warehouse and then to consumers. 2) The effectiveness of Mr. Ariyanto's fish warehouse is in the effective category with a percentage of \$72.7\%\$. 3) The performance level of Mr. Ariyanto's seafood warehouse in Pondok Besi Village is classified as the very good category with an index score of \$85.23\%\$. The findings imply that optimizing cold storage technology and minimizing intermediaries can improve efficiency. Future studies should explore digital traceability in seafood logistics.

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