

CHAPTER 8

CONCLUSION AND SUGGESTION

8.1. Conclusion

Based on the analysis, design of proposed improvements, and the implementation phase conducted from the mid until end of August 2025, the following conclusions can be drawn:

- a. The cycle time showing a reduction from 394.6 minutes to 328.7 minutes, or by 65.9 minutes (16.7%).
- b. By lowering daily working hours, the new warehouse process successfully reduced the overtime and kept it within the legal limit of 18 hours per week.
- c. After the improvement was applied, the total process time showing a reduction of about 11.5%.
- d. The time spent on order fulfilment each day was reduced from 6 hours 35 minutes to 5 hours 29 minutes. As a result, the total working time of the critical group fell to 10.72 hours (4.03%) keeping it under the 11 hours limit.

8.2. Suggestions

Based on the research findings, several suggestions can be provided to the company. It is recommended that the implementation of the proposed solutions in the warehouse area be maintained to ensure sustained improvements. However, this research did not address all existing problems within the warehouse system due to several limitations. Therefore, further studies are necessary, particularly to explore solutions related to the warehouse storage system.

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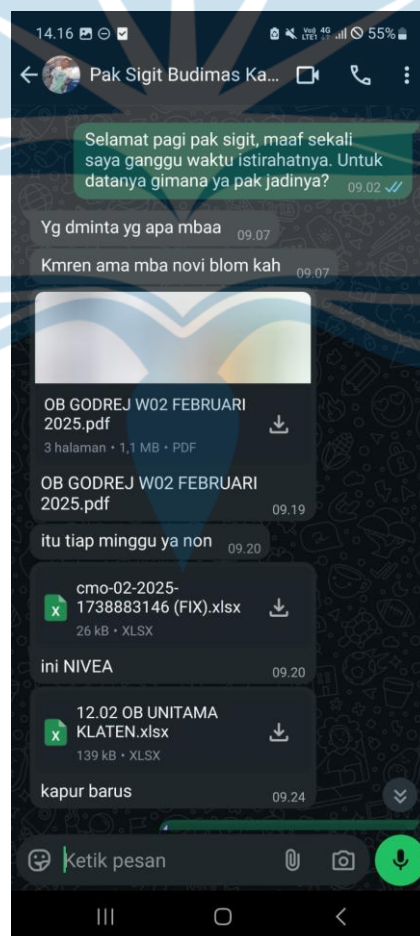
Appendix 2. Documentation Data Collection 1



Appendix 3. Documentation with Warehouse Administration Staff



Appendix 4. Communication with Depo Head



Appendix 5. Interview Recapitulation

Posisi	Pertanyaan	Jawaban
Depot Head	Apakah memang lembur sering terjadi?	Frekuensi lembur memang cukup tinggi terutama untuk staf gudang karena mereka harus menyelesaikan order dan bongkar barang datang
	Apakah lembur ini menjadi masalah untuk perusahaan	Lembur pasti akan berdampak di gaji staff dan membebani keuangan tetapi untuk saat ini perusahaan masih harus bergantung pada lembur agar semua order bisa terselesaikan
	Apakah lembur ini juga berpengaruh pada performa pekerjaan?	Saya melihat memang cukup berpengaruh, saya sering melihat kelelahan pada staff dimana mereka ada yang tidur saat jam kerja, dan timbul banyak kesalahan pengiriman barang yang berimbas pada complain pelanggan dan juga sales.
Administ rasi	Bagaimana frekuensi lembur di bagian administrasi?	Cukup sering, tapi memang lembur untuk admin kebanyakan untuk monitoring bagian checker dan helper.
	Apakah lembur berdampak pada kinerja Anda?	Tidak terlalu, karena pekerjaan saya tidak terlalu menguras fisik seperti checker atau helper, tetapi tetap cukup melelahkan karena lembur sampai malam dan harus masuk pagi lagi keesokan harinya.
Order Checker	Apakah memang sering lembur?	Sering, karena proses loading biasanya baru selesai di sore. Ditambah lagi masih ada barang datang yang harus dibongkar jadi biasanya bongkaran dilakukan di malam hari.
	Apakah ada kendala saat packing sehingga sering terjadi kesalahan saat delivery?	Kadang karena barang picking sudah salah dahulu dan checker tidak sadar akan kesalahannya sehingga berlanjut hingga delivery
	Apakah lembur mempengaruhi proses kerja sehari-hari?	Sangat membuat kelelahan karena lembur pasti sampai malam hari, jadi keesokan harinya kerja tidak bisa maksimal. Dan akhir akhir ini memang banyak complain dari sales dan admin kalau banyak barang yang salah dan ditolak
	Apakah kesalahan picking itu mengganggu proses packing?	Cukup mengganggu, karena saya yang harusnya hanya fokus packing menjadi juga harus melakukan picking untuk barang-barang yang kurang atau salah. Apalagi terkadang stock di gudang kurang untuk melengkapi order yang ada.
Helper	Apakah memang sering lembur?	Cukup sering, karena order cukup banyak dan sampai sore terkadang belum selesai. Ditambah banyak order atau picking yang terkadang salah dan baru ketahuan saat packing jadi harus diperbaiki.
	Apakah ada kendala saat picking sehingga sering terjadi kesalahan?	Kadang salah ambil produk atau jumlah karena harus cepat menyelesaikan order, barangnya mirip mirip, posisi barang berpindah-pindah dan stock card tidak jelas.
	Apakah lembur mempengaruhi proses kerja sehari-hari?	Lembur cukup membuat kelelahan karena lembur hampir setiap hari dan masuk pagi lagi keesokan harinya.
Dropper	Apakah sering menunggu lama sebelum loading barang?	Pasti menunggu, karena orderan pasti belum selesai dipacking saat siang atau saat sudah selesai delivery dan kembali ke kantor.
	Apakah menunggu ini mempengaruhi jam pulang?	Karena memang harus menunggu jadi terkadang harus lembur walaupun tidak lama
	Mengapa sering terjadi barang tidak terkirim atau ditolak?	Karena saat sampai di toko dan serah terima, ternyata barang yang dipacking oleh gudang jumlah nya salah atau jenis salah dan tidak sesuai dengan faktur. Jadi mau tidak mau barang harus dikembalikan ke gudang.
Sales	Apakah pesanan sering tidak terkirim atau ditolak toko?	Order sering tidak terkirim biasanya karena barang yang dikirim salah, jumlah tidak sesuai atau memang toko sedang tutup.
	Bagaimana dampak dari order tidak terkirim atau ditolak toko?	Saya harus mengirim order sendiri terutama mendekati tutup bulan karena kalau tidak target penjualan tidak bisa capai.
	Bagaimana dengan direct order yang biasanya dialihkan di hari2 selanjutnya dan tidak dilayani warehouse di sore hari?	Biasanya sore setelah aktivitas penjualan, namun sering diminta tunda keesokan harinya atau hari2 selanjutnya karena gudang sibuk. Jadi sering saya pagi pagi harus ke gudang untuk ambil order padahal harusnya saya bisa langsung ke lapangan.

Appendix 6. Link Data

APPENDICES FINAL PROJECT

