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The Effect of Distribution Efficiency, Technology Capability, And Customer Satisfaction on Sales Performance at PT Mandiri Cahaya Plastindo

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ABSTRACT

This study aims to analyze the effects of distribution efficiency, technological capability, and customer satisfaction on sales performance at PT Mandiri Cahaya Plastindo. A quantitative approach with a causal research design was employed. Data were collected from respondents associated with the company and analyzed using multiple linear regression to examine both partial and simultaneous relationships among variables. The results indicate that distribution efficiency has a positive and significant effect on sales performance, suggesting that timely delivery and effective logistics management contribute to improved sales outcomes. Technological capability shows a positive but insignificant effect, implying that the existing technological resources have not been fully integrated into customer-oriented and strategic business processes. Customer satisfaction has the strongest and most significant effect on sales performance, indicating that product quality, service responsiveness, and customer relationships are key determinants of sales success. Simultaneously, distribution efficiency, technological capability, and customer satisfaction significantly affect sales performance, with a coefficient of determination of 69.1%, while the remaining 30.9% is explained by other factors outside the model. These findings highlight the importance of improving distribution systems, optimizing the utilization of technology, and maintaining customer satisfaction to achieve sustainable sales performance and strengthen competitive advantage.

Keywords: *Customer Satisfaction; Distribution Efficiency; Sales Performance; Technological Capability*

INTRODUCTION

In the increasingly competitive modern business era, distribution companies are required to maintain and improve their performance to survive in the market. Sales are a primary indicator of a company's success because they reflect the effectiveness of marketing strategies, operational efficiency, and customer satisfaction. PT Mandiri Cahaya Plastindo, a company engaged in plastic distribution, faces challenges in maintaining a stable sales performance amid changing customer demands and continuously evolving market dynamics.

In the book *Management Sales: Strategies to Improve Sales Force Performance in Savings and Loan Cooperatives (KSP)* by Arifin (2022) explains that sales performance represents the direct contribution of sales personnel in achieving company targets and objectives. The author emphasizes that performance achievement does not solely depend on individual capabilities but also on adequate system support, strategy, and the work environment. This study confirms that sales performance may fluctuate when operational aspects do not function optimally, including distribution processes, technology utilization, and the quality of customer relationships. When one of these elements, such as distribution efficiency, technological capability, or customer satisfaction, encounters obstacles, the impact is directly reflected in decreased sales effectiveness.

To illustrate this condition, data on the total goods sold by PT Mandiri Cahaya Plastindo during the 2023–2024 period are presented, showing fluctuating trends from month to month.

One factor affecting sales performance is the distribution efficiency. Distribution efficiency refers to a company's ability to deliver products to consumers at the lowest possible cost while maintaining timely delivery (Nikita & Riyanah, 2022). Research conducted by Zebua, Mendrofa, Zebua, and Harefa (2025) in their study, *"Distribution Channel Analysis in Increasing Product Sales Volume at PT Indomarco Adi Prima Gunungsitoli City"* show that the effectiveness of distribution channels plays an important role in

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maintaining smooth product flow and ensuring product availability in the market on time. The study results confirm that distribution efficiency, in terms of delivery accuracy, distribution route management, and logistics cost control, contributes significantly to improving sales volume and performance. Conversely, inefficient distribution may cause supply disruptions, increase the risk of delays, and reduce customer satisfaction, which ultimately negatively affects the company's sales performance.

In addition, technological capability plays an important role in improving business performance, including sales performance. Information technology capability refers to the ability of a company or SME to optimally utilize technology, including the use of hardware and software within the internal environment, as well as the ability to innovate in responding to market needs through technology (Wijaya & Simamora, 2022). Research published in the journal *"Digital Transformation of SMEs: Information and Communication Technology Capability and Digital Financial Capability in Improving Business Performance in Culinary Businesses in Pekanbaru City"* explains that the utilization of technological capabilities such as integrated information systems, digital communication, and online transaction platforms can accelerate information flow while strengthening the effectiveness of operational processes (Komalasari, Nurmasari, Al Munaya, & Melati, 2025). The study also confirms that technological capability, through information system integration, process digitalization, and the use of online service platforms, contributes significantly to improving operational effectiveness and service quality, which ultimately has a direct impact on increasing sales volume and performance. Proper technology integration enables companies to provide faster, more accurate, and more responsive services to meet customer needs. This condition directly contributes to improved operational efficiency and service quality and ultimately supports sustainable sales performance improvement.

Another factor is customer satisfaction, which serves as an important indicator of a company's success in meeting customer needs and expectations. Customer satisfaction is the consumer's perception of service quality and brand image, where service quality includes delivery speed, clarity of information, and timeliness, and brand image reflects the company's reputation in the eyes of consumers (Nugraha, 2023). Research published in the journal *"The Effect of Service Quality and Customer Satisfaction on Sales Volume at PT Bakri Karya Sarana Batam"* shows that customer satisfaction is formed when companies can provide fast service, deliver products in good condition, and respond quickly to customer questions and complaints (Daulay, Lubis, & Tegar, 2022). The results also confirm that customer satisfaction, formed through service quality, brand image, and company responsiveness, contributes significantly to increasing sales volume and performance. Satisfied customers tend to make repeat purchases and provide positive recommendations, which ultimately increases sales volume and performance. However, , customer dissatisfaction may encourage customers to switch to competitors and potentially reduce the company's sales.

Based on the explanation above, it can be concluded that distribution efficiency, technological capability, and customer satisfaction are interrelated factors that contribute to sales performance. Considering this, the researcher is interested in conducting a study entitled *"The Effect of Distribution Efficiency, Technological Capability, and Customer Satisfaction on Sales Performance at PT Mandiri Cahaya Plastindo"*, which aims to analyze the extent to which these three factors influence the company's sales performance.

LITERATURE REVIEW

Distribution efficiency

Distribution efficiency refers to a company's ability to deliver products to customers through the optimal use of resources while maintaining cost efficiency, delivery speed, timeliness, service quality, and product condition (Zai et al., 2022). Efficient distribution can be achieved through proper route planning, transportation selection, and competitive shipping costs, and can be evaluated by comparing distribution costs with the number of products delivered on time (Nikita & Riyanah, 2022). From a supply chain perspective, efficient distribution reduces logistics costs, shortens lead times, and enhances customer satisfaction through information integration and real-time tracking systems that minimize coordination errors and waiting times (Akbar & Widowati, 2022).

Distribution efficiency is influenced by several factors, including distribution planning and control, information technology utilization, human resource quality, infrastructure and transportation facilities, and cooperation with distribution partners (Nikita & Riyanah, 2022). These factors contribute to the development of an effective and competitive distribution system.

The indicators used to measure distribution efficiency include the distribution cost per product unit, on-time delivery, lead time, product damage or return rate, technology utilization, and information integration (Nikita & Riyanah, 2022). A high distribution efficiency is reflected in controlled costs, timely delivery,

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minimal product damage, and effective use of technology, which ultimately contribute to improved customer satisfaction and sales performance.

Technological capability

Technological capability refers to an organization's ability to effectively manage and utilize technology to support strategic objectives, operational performance, and competitiveness. This capability encompasses technological infrastructure, adaptability to technological changes, human resource expertise, and information technology governance. It also reflects the extent to which organizations can implement hardware and software and innovate to respond to market needs (Wijaya & Simamora, 2022). Technology sophistication and individual technical skills are important components influencing information system effectiveness (Ari & Juliarsa, 2023), while information technology governance ensures that policies, structures, and controls operate synergistically to support organizational performance (Hana Shofiyah, Suprapto, & Andi Reza Perdanakusuma, 2024).

Technological capability contributes to operational and distribution efficiency, enhances adaptability to market dynamics, improves customer satisfaction, and supports sales performance. The development of technological capability is influenced by top management support, availability of technological resources, human resource competence, innovation culture, information technology governance, and collaboration with technology partners, which together create an adaptive and innovative digital ecosystem (Wijaya & Simamora, 2022).

Indicators used to measure technological capability include technology infrastructure, human resource technological competence, information system integration, utilization of advanced technology, adaptability to technological change, and effectiveness of information technology governance (Wijaya & Simamora, 2022). Strong technological capabilities enhance competitiveness and serve as an important foundation for improving distribution efficiency, customer satisfaction, and overall sales performance.

Customer satisfaction

Customer satisfaction refers to consumers' evaluation of products or services after comparing their actual performance with prior expectations. Satisfaction arises when products and services meet or exceed expectations, whereas dissatisfaction occurs when performance falls below expectations. Customer satisfaction is closely associated with service quality and brand image, including delivery speed, information clarity, timeliness, and reputation (Nugraha, 2023). In addition, service quality, employee responsiveness, physical appearance, and customers' perceived value of products and services are important determinants of satisfaction (Pratiwi & Nurtjahjani, 2024).

Customer satisfaction plays a vital role in building customer loyalty, strengthening corporate image and competitive advantage, supporting the effectiveness of distribution and technology, and providing valuable feedback for continuous improvement. Customer satisfaction is influenced by several factors, including product quality, service quality, perceived value, brand image, timeliness and service accuracy, and complaint handling (Nugraha, 2023); (Hidayat & Valentina, 2022).

Indicators used to measure customer satisfaction include product conformity with expectations, quality of service received, value for money perception, brand image, customer trust, loyalty and repurchase intention, and service or delivery timeliness (Nugraha, 2023). High customer satisfaction encourages repeat purchases, positive recommendations, and long-term relationships, thereby improving organizational performance.

Sales performance

Sales performance refers to the achievement of a company's marketing and business objectives through product or service sales activities within a specific period. This reflects the effectiveness of marketing strategies, distribution systems, technological capabilities, and customer relationships. In SMEs, sales performance can be enhanced through integrated digital marketing that expands market reach, improves customer interaction, and increases marketing efficiency (Anugrah, Oktarini, Oktarida, & Firmansyah, 2023). Sales revenue is considered a key indicator of performance and is influenced by factors such as pricing strategies and overall business effectiveness (Angelita & Kramadibrata, 2024). In addition, efficient distribution and promotional activities contribute significantly to increasing sales volume by ensuring product availability and encouraging purchase decisions (Sari, Eldine, & Muniroh, 2022); (Reiwines & Hidayat,2022).

Sales performance is influenced by various internal and external factors, including distribution efficiency, technological capability, customer satisfaction and loyalty, product and service quality, marketing and promotional strategies, and market conditions (Anugrah et al., 2023). The integration of these factors

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enables companies to improve their competitiveness and achieve sustainable business growth.

Indicators used to measure sales performance include sales volume, revenue, growth, target achievement, profitability, and customer loyalty and repeat purchases (Anugrah et al., 2023). High sales performance reflects a company's ability to increase its market share, achieve profitability, and maintain long-term customer relationships.

METHODOLOGY

This study employed a quantitative approach with a causal research design to examine the cause-and-effect relationships among variables using numerical data analyzed through statistical techniques (Syahrizal & Jailani, 2023). This study was conducted at PT Mandiri Cahaya Plastindo from September 2025 to May 2026 to investigate the effects of distribution efficiency, technological capability, and customer satisfaction on sales performance. Data analysis was performed using multiple linear regression to determine the partial and simultaneous effects of the independent variables on the dependent variable.

The variables in this study were distribution efficiency (X_1), which refers to the company's ability to distribute products efficiently; technological capability (X_2), which reflects the company's ability to utilize technology in supporting business processes; customer satisfaction (X_3), which represents customers' evaluations of the products and services received; and sales performance (Y), which indicates the achievement of sales outcomes. This study analyzed the effects of distribution efficiency, technological capability, and customer satisfaction on sales performance at PT Mandiri Cahaya Plastindo using multiple linear regression analysis.

RESULTS AND DISCUSSION

The Effect of Distribution Efficiency on Sales Performance

Based on the results of the t-test, the Distribution Efficiency variable had a calculated t-value of 2.082 with a significance value of $0.040 < 0.05$. The regression coefficient indicates a positive direction (0.261). This result shows that Distribution Efficiency has a positive and significant effect on Sales Performance at PT Mandiri Cahaya Plastindo. Therefore, the first hypothesis (H_1), which states that Distribution Efficiency has a positive and significant effect on Sales Performance, can be accepted. This finding indicates that the more efficient the distribution process, including delivery punctuality and product security until reaching customers, the higher the sales performance achieved by the company. For a plastic manufacturing company, distribution serves as the backbone of business operations; smooth product delivery ensures that stock availability at the business partner level remains stable, which directly encourages higher sales volume. This result supports the theory that efficient logistics management creates competitive advantages that ultimately affect company profitability positively. The findings of this study are consistent with previous research, suggesting that distribution plays an important role in increasing sales. Research conducted by Devi Pertiwi Ananda Putri and Akhmad Sukardi (2023), entitled "Analysis of the Effect of Distribution and Price on Increasing Product Sales," demonstrated that distribution positively affects sales improvement because it determines the smooth flow of products to consumers. In addition, research conducted by Liatania and Syawaluddin (2023), entitled "The Effect of Product Quality and Distribution Channels on Sales Targets at PT Dinamika Synergy Elemenindo," also found that distribution channels have a positive and significant effect on the company's sales targets.

From the perspective of supply chain management, these results confirm that distribution efficiency is a source of competitive advantage that supports organizational performance. Efficient distribution systems enable companies to respond more quickly to market demands while ensuring product availability and service reliability. Consequently, companies that can optimize logistics processes and coordinate distribution activities effectively are more likely to achieve superior sales performance. This finding reinforces the argument that operational excellence in distribution management plays a crucial role in creating customer value and sustaining business competition.

The Effect of Technological Capability on Sales Performance

Based on the *t-test* results, the Technological Capability variable has a calculated *t-value* of 1.687 with a significance value of $0.095 > 0.05$. The regression coefficient was positive at 0.151. This indicates that Technological Capability has a positive but not significant effect on Sales Performance at the 5% significance level. Therefore, the second hypothesis (H2), which states that Technological Capability has a positive and significant effect on Sales Performance, cannot be accepted and is therefore rejected. Although the company has adopted information technology within its operational activities, these findings indicate that the existing technology investment has not yet produced a direct and substantial impact on sales. This may

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occur because the use of technology is still limited to internal operational functions (*back-office*) and has not been fully integrated with real-time customer ordering systems. In addition, respondents (business partners) may place greater emphasis on physical product quality and availability than on the sophistication of the technological platform utilized by the company. The results of this study are supported by research conducted by Muhammadin, entitled *"Effects of Dynamic Capability and Marketing Strategy on the Organizational Performance of the Banking Sector in Makassar, Indonesia,"* which showed that technology-based capabilities or dynamic capabilities may positively influence organizational performance, but do not always produce significant effects when not utilized optimally. Furthermore, research by Wijaya and Simamora (2022), entitled *"The Effect of Information Technology Capability and Innovation Capability on Strategy and Its Impact on Competitive Advantage of Culinary SMEs,"* also explained that technological capability requires proper integration with business strategy in order to produce significant impacts on company performance. This finding indicates that technology will only have a significant impact when it is properly integrated with core business processes, particularly in marketing activities and customer interaction systems.

From a managerial perspective, these results suggest that improving technological capability should focus not only on upgrading hardware and software but also on enhancing employee competencies and integrating information systems with customer and distribution activities to improve organizational performance. The implementation of digital platforms, customer relationship management systems, and real-time order processing may enable companies to leverage technology more effectively. Consequently, technological capability can evolve from a supporting operational resource into a strategic asset that contributes to sustainable sales growth and competitive advantages.

The Effect of Customer Satisfaction on Sales Performance

Customer Satisfaction has the strongest and most dominant positive influence on Sales Performance, with a calculated t-value of 5.706 and a significance value of $0.000 < 0.05$. The regression coefficient indicates a positive direction of 0.569. This demonstrates that this variable is a key factor in achieving sales success at PT. Mandiri Cahaya Plastindo. Therefore, the third hypothesis (H3), which states that Customer Satisfaction has a positive and significant effect on Sales Performance, can be accepted.

The strong influence of customer satisfaction proves that when customers are satisfied with the quality of the plastic products produced and the services provided, they tend to make repeat purchases (repeat orders) and recommend the company to others. In the highly competitive plastic industry, maintaining strong customer relationships and meeting customer expectations is far more effective in increasing sales revenue than other influencing factors. The findings of this study are consistent with research conducted by Liatania and Syawaluddin (2023), entitled "The Effect of Product Quality and Distribution Channels on Sales Targets at PT Dinamika Synergy Elemenindo," which states that customer-related factors such as product quality significantly influence company sales targets. In addition, research by Afianto and Suryani (2023), entitled "The Influence of Sales System and Sales Force Characteristics on Sales Effectiveness at PT Prima Global Sukses," also confirms that strong customer relationships improve sales performance through customer loyalty and repeat purchasing behavior.

These findings suggest that customer satisfaction is a strategic asset that directly contributes to the sales performance. Satisfied customers are more likely to develop loyalty, engage in repeat purchases, and provide positive word-of-mouth recommendations, which collectively support sustainable revenue growth. In the context of PT Mandiri Cahaya Plastindo, maintaining product quality, delivery reliability, and responsive customer service is essential for building long-term relationships with business partners. This result supports the marketing concept that customer satisfaction creates superior customer value and serves as a source of competitive advantage in increasingly competitive markets.

Simultaneous Effect

Based on the results of the F-test, the calculated F-value was 74.659, with a significance level of $0.000 < 0.05$. This indicates that Distribution Efficiency, Technological Capability, and Customer Satisfaction simultaneously have a significant effect on Sales Performance at PT. Mandiri Cahaya Plastindo. Therefore, the fourth hypothesis (H4), which states that Distribution Efficiency, Technological Capability, and Customer Satisfaction simultaneously have a significant effect on Sales Performance, can be accepted. Furthermore, based on the R^2 value of 0.691 or 69.1%, this indicates that the variables Distribution Efficiency, Technological Capability, and Customer Satisfaction can explain 69.1% of the variation in Sales Performance, while the remaining 30.9% is influenced by other variables outside the scope of this study, such as pricing policy, promotional strategy, market conditions, and other economic factors.

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These findings imply that the integration of distribution accuracy, technological support, and a strong focus on customer satisfaction collectively serves as the primary driver of business performance at PT Mandiri Cahaya Plastindo. Although technological capability was not significant when tested individually, when combined with efficient distribution and high customer satisfaction, this model was able to explain Sales Performance with a very strong explanatory power (69.1%), while the remaining 30.9% was explained by other factors such as pricing policy, promotional strategy, or macroeconomic conditions.

The findings of this study are also supported by previous research showing that the simultaneous combination of several marketing-related variables significantly improves the sales performance. Research conducted by Perdana, Mayasari, and Arifin (2024), entitled “The Effect of Distribution Costs on Sales with Promotion Cost Mediation in Automotive Companies Listed on the Indonesia Stock Exchange (IDX),” demonstrated that distribution factors combined with other variables, such as promotion, significantly affect sales performance. In addition, research conducted by Hasminiar, Hidayat, Karyono, Fitri, and Anggryani (2024), entitled “Innovation in Distribution Business Models: Challenges and Opportunities in the Digital Era,” also emphasized that distribution integration within modern business systems plays an important role in supporting marketing performance and overall company sales performance.

CONCLUSIONS

Based on the results of the analysis and discussion, it can be concluded that Distribution Efficiency (X_1) has a positive and significant partial effect on Sales Performance. This indicates that delivery punctuality and product security throughout the distribution process are key factors driving improvements in the company’s sales volume. Technological Capability (X_2) has a positive but not significant partial effect on Sales Performance. This finding indicates that the current utilization of technology within the company has not yet produced a direct impact on increasing sales performance, possibly due to suboptimal implementation or a lack of direct integration with customer needs. Customer Satisfaction (X_3) has a positive and significant partial effect on Sales Performance. This variable has the strongest and most dominant influence, indicating that fulfilling customer expectations regarding product quality and service is the primary factor determining the success of a company’s sales performance. Simultaneously, Distribution Efficiency, Technological Capability, and Customer Satisfaction significantly affect Sales Performance. This is evidenced by the results of the F-test, which demonstrates that these three variables collectively influence the Sales Performance at PT Mandiri Cahaya Plastindo. In addition, the coefficient of determination (Adjusted R^2) of 69.1% indicates that variations in Sales Performance can be explained by these three variables, while the remaining 30.9% is influenced by other factors outside the scope of this study.

RECOMMENDATIONS

Based on the findings of this study, several recommendations can be proposed for PT Mandiri Cahaya Plastindo and future research. First, the company should continuously improve distribution efficiency by optimizing delivery routes, strengthening logistics coordination, and utilizing information technology to ensure timely and reliable product deliveries. Efficient distribution systems help maintain product availability, enhance customer satisfaction, and support sustainable sales growth. Second, although technological capability has a positive effect, its influence on sales performance is not significant. Therefore, the company is advised to focus not only on technological infrastructure investment but also on integrating technology with customer relationship management, marketing activities and real-time order processing systems. Enhancing employees’ digital competencies and promoting data-driven decision-making may also maximize the contribution of technology to business performance. Third, as customer satisfaction was found to be the most dominant factor affecting sales performance, the company should prioritize customer-oriented strategies by maintaining product quality, improving service responsiveness, and establishing effective communication with business partners. Regular evaluation of customer feedback and complaint-handling mechanisms can strengthen customer loyalty and encourage repeat purchases. Finally, future studies should include additional variables such as pricing strategy, promotional activities, market orientation, product quality, and competitive intensity, considering that 30.9% of the variation in sales performance is explained by factors outside the scope of this study. Future researchers may also employ different analytical methods or expand the research setting to obtain a more comprehensive understanding of the determinants of sales performance.

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