



Service Strategies of Shipping Agencies in Managing Ship Arrivals and Departures

Lis Lesmini¹, Deny J. Najoan², Muhammad Nurman Ruslani³, Muhammad Iqbal Firdaus⁴,
Primadi Candra Susanto⁵, Ryan Firdiansyah Suryawan^{6*}

^{1,2,3,4,5}Institute Transportation And Logistics Trisakti, Jakarta, Indonesia

⁶Aviation College, West Jakarta, DKI, Jakarta

*Corresponding author: ryan.firdiansyah.1979@gmail.com |

Received: 25 December 2021 | Revised: 12 January 2022 | Published: 30 January 2022

Abstract

Purpose: This study aims to determine the service strategy of PT. Bahari Eka Nusantara Jakarta, which operates in the field of shipping agency, in handling the arrival and departure of merchant vessels.

Research Methodology: This was a descriptive qualitative research, a location study at PT Nautical Eka Archipelago Branch Jakarta, North Jakarta, Indonesia. The time study was conducted from April to June 2021. Data were collected through observations, interviews, documentation, and literature studies. Narrative and content analysis data analysis techniques were applied to interpret the findings. through the source person and observation. Triangulation findings were performed on data sources, including observations, interviews, and documentation.

Results: The research results show that the services provided by PT. Bahari Eka Nusantara is quite good, but is still less than optimal due to expired ship documents and system downtime when accessing Inapornet.

Conclusions: Document management is crucial in port clearance but is often hindered by document issues, system limitations, and long processing queues. PT. Bahari Eka Nusantara addresses these challenges through document verification, effective coordination, and staff training. These efforts help improve the efficiency and accuracy of the clearance process.

Limitations: This study is limited to a single shipping agency, namely PT. Bahari Eka Nusantara Jakarta, so the findings may not fully represent other shipping agencies. In addition, the data collection period is relatively short, and the study relies on qualitative methods which may limit generalizability.

Contributions: This study contributes to providing an overview of service strategies in handling vessel arrival and departure processes in shipping agencies. It also offers practical insights for improving document management efficiency and operational coordination in the port clearance process.

Keywords: *Arrival and Departure Boat, Port Clearance, PT. Bahari Eka Nusantara, Service Strategy, Shipping Agency*

How to Cite: Lesmini, L., Najoan, D. J., Ruslani, M. N., Firdaus, M. I., Susanto, P. C., & Suryawan, R. F. (2022). Service Strategies of Shipping Agencies in Managing Ship Arrivals and Departures. *Jurnal Transportasi, Logistik, dan Aviasi (JTILA)*, 1(2), 70–84.

<https://doi.org/10.52909/jtla.v1i1.60>

1. Introduction

With the development of the shipping industry, the need for shipping services will continue to grow. This force company cruise competes for customers. Due to industry moving shipping in the field service, so competition Which There is, will done with each other race give service that satisfies the consumers (Najafipour et al., 2014; Sun et al., 2014). It was further stated that the service at the shipping company will determine whether the company is capable of competing in the global market or not. Condition simple Which What must be fulfilled by the shipping company is the company's ability to provide services according to the needs and desires of the community (Anton et al., 2016; Mc A, 2016).

To meet the operational needs of maritime transportation, national maritime transportation companies often Foreign pointing company agency boat For serve ships his (foreign shipping companies), while sailing and stopping at ports in Indonesia, as explained in Regulation Minister Transportation No. PM 11 2016 ("PM_11_Year_2016 About the Implementation And Agency Business Boat", 2016) concerning the Organizing and Managing Ship Agencies, in Article 2, it is explained that ship agency activities are services carried out to represent the company (Delgado, 2017; Ros Chaos et al., 2021). transports foreign and boat company transports national seas in Indonesia. In terms of This, the role of the company agency boat is very important for world cruise in Indonesia. PT. Bahari Eka Nusantara is a private business that moves in the field of agency boats, which was established 150 years ago and has 120 offices in 16 countries (Setyawati & Aristiyanto, 2021). Objective main from PT. Bahari Eka Nusantara implements and supports government program policies in the economic and development sectors through ship agency services at ports (Nasution & Nur, 2020). It also aims to gain profits for the company by conducting foreign ship agency services and other businesses that support the quality of ship agency services, such as fuel providers, crew changes, and clean water providers, to increase the competitiveness of Indonesian ship agencies. Similar to service companies in general, PT. Bahari Eka Nusantara carries out various ways to provide the best service to customers by improving the quality of service to support the achievement of company targets (Lilis & Fadillah, 2021). The quality of ship agency services is a benchmark of loading and unloading productivity at ports Which can done with various method that is like minimize existence constraint, provide fast and accurate service for the ship activity process (clearance in and clearance out) without having to take a long time so that customers continue to trust the ship agency company (Abu Sayed, 2016; Pratap et al., 2017).

Shipping agencies must understand customer needs in terms of time, speed, and accuracy of the process. documents port clearance in and clearance out. As company agency boats, those appointed by foreign and/or national shipping companies must take care of the ships they operate at the ports they call at. Activities to take care of all ship needs from the moment of arrival until departure attempted walking with Good to minimize the occurrence of problems while sailing and docking at the port of destination (Kuncoro & Harahap, 2021; Perboli et al., 2017).

Facilities and very good infrastructure important to support entry and exit of ships at the port to ensure the smooth operation of ships operating at the port, shipping agencies play a crucial role in providing services to ships visiting a port (Aneziris et al., 2021; Heriyanto, 2021). Port clearance and clearance at the port aim to manage and complete permits related to loading, unloading, bunkering, docking, and repairs. They also assist principals (ship owners) in extending ship certificates and meeting crew needs at the Harbormaster's office (Ndikom et al., 2017). Therefore, Inaportnet was implemented for ship and cargo services at the port, providing guidelines for implementing online port services using the Inaportnet system (Keke et al., 2021; Ridwan, 2021).

Situmorang and Yusnidah (2021) stated the importance of Clearance in and Clearance out, which is the task of agency activities to report the arrival and departure of ships, the condition of the ship, crew boat, checking document boat (memorandum), pay administration facility at the port, and submission

manufacturing Letter Agreement Sail (SPB) to Office Harbor Master and Authority Harbor. The Sailing Approval Letter (SPB) is a state document issued by the local Harbor Master Authority to everyone boat which will sail away harbor after boat fulfills seaworthiness requirements and other obligations. Clearance in and Clearance out according to the Minister of Transportation Regulation Number PM 154 year 2015 (“PM_154_Year_2015.pdf”, n.d.) Letter Agreement Boat Enter Harbor (Clearance in) is a letter of approval issued by the Harbor Master in the form of an electronic document that the ship has been technically and administratively fulfilled requirements seaworthiness boat and obligation others for entering port. Letter agreement sail (Clearance out/ Port clearance) which in short with SPB is a letter of approval issued by the Harbor Master in the form of an electronic document that the ship has technically and administratively fulfilled the requirements for seaworthiness and other obligations to sail from the port. A legally binding agency relationship will occur when both parties agree to make an agreement, in which one of the parties, called the agent, agrees to represent another party, called the principal (Raelin & Bondy, 2013; Savelyev, 2017).

The problems generally encountered are in the activities of handling ship arrivals (clearance in) and ship departures (clearance out) (Agusinta et al., 2021; Wanyama, 2017). One of them is in terms of ship documents or certificates that have expired and inaccurate information on ship arrivals received by agents. cruise results in the determination of PPKB 3 (Request Service Boat and Goods) becoming delayed and the unavailability of docking facilities for ships due to them being occupied by other vessels. If these three issues are not addressed promptly, they will hamper the smooth operation of ships in ports. Given these obstacles, each shipping agency must develop strategies to support ship operational needs and compete with competitors (other shipping agencies) (Corry & Bierwirth, 2019; Poulsen & Sampson, 2019).

Objective Study This is to know strategy service PT. Nautical Eka Archipelago Jakarta in handling the arrival and departure of merchant vessels. Service strategies implemented for customers to increase quality service, minimize existence constraint, and provide fast and precise service for the process of ship arrival and departure activities (clearance in and clearance out).

2. Literature Review

According to (“GOVERNMENT REGULATION OF THE REPUBLIC OF INDONESIA NUMBER 31 OF 2021 CONCERNING ORGANIZATION BI DANG CRUISE”, 2021) Article 1 paragraph 1: Business Agency Ships are business activities to manage the interests of foreign shipping company ships and/or national shipping company ships while in Indonesia. Article 2 states that the Shipping Company Sea National is a company that transports sea bodies in Indonesia, which does sea transportation activities within Indonesian waters and/or from and to ports abroad.

Meanwhile, in Article 1, Paragraph 1 of the Regulation of the Minister of Transportation of the Republic of Indonesia (“PM 65 Year 2019 About Implementation And Business Agency Boat, Minister Transportation Republic Indonesia”, 2019), the term Ship Agency Business refers to the activity of taking care of the interests of foreign and/or national sea transport company ships while in Indonesia. Article 2 states that the ship agency is a service that represents the Company Transport Sea National and/or Foreign Sea Transportation Companies to manage the interests of National Sea Transportation Company ships and/or Foreign Sea Transportation Company ships while in Indonesia.

According to Lenin (2014), a Shipping Agency Company is an agent responsible for managing shipping and cargo at ports and works on behalf of shipping companies worldwide. The primary role of a ship agent is to act as the owner’s legal representative at the port calling, safeguarding his interests, arranging commercial operation, sand needing a boat and ultimately paying the relevant vendor on his own behalf. A shipping agent is a permanent representative who, in a foreign port of call, guards the interest of the

owner, on Name Which final and with the cost. Acting as local representatives of principals, agents offer local knowledge and expertise and ensure that principals' needs are met with the highest efficiency and delivery (Connolly, 2017). Therefore, agents must be fully familiar with all relevant regulations and requirements pertaining to the port, area, or sector in which they operate, have a range of relevant contacts, and be sufficiently established to provide the required level of service and support the principal's shipping needs (Ng & Szeto, 2016; Voorn et al., 2019).

Kose et al. (2018a) explain that shipping agents typically handle all of a shipping company's routine tasks quickly and efficiently. They ensure that essential supplies, crew transfers, customs documentation, and waste declarations are arranged with port authorities without delay. They also provide shipping companies with updates and reports on activities at the destination port so that shipping companies have real-time information available to them as goods arrive currently transit. Agents must have a full understanding and knowledge of local conditions to be able to act as representatives of the boat owners or tenants. Agent boats can manage all routine regular company maritime tasks quickly and efficiently. They must have established, sustainable, and sufficient contact with the relevant authorities in the harbor or sector in which they operate to ensure that the transportation process continues without delay by providing basic supplies and port documentation. The interconnected and labor-intensive shipping operations make the management of shipping agents complex. The transportation process requires efficient management of the supply chain.

Regarding service quality, Elvan et al. (2019) stated that service quality is a key factor that companies must take seriously, involving all their resources. Quality is not measured solely from the service provider's perspective but also from the customer's perspective/perception. This is because customers purchase and use services. service accepted or felt in accordance with which was expected, so the quality of service was perceived as good and satisfying. If the service received or felt exceeds customer expectations, then the service quality is perceived as ideal. In contrast, if the service is accepted as lower than expected, the service quality is perceived as poor (Fransoo & Lee, 2013; Kose et al., 2018b; Sibilia, 2019; Styliadis & Chlomoudis, 2021).

Strategy is the starting point for making plans chosen by the company to achieve its goals. Understanding strategy in a general way is a process determination plan for leader peak, which focuses on long-term goals, accompanied by the development of a method or effort to achieve these goals. Strategies typically encompass the future; therefore, they are generally developed in stages, taking into account influencing factors. To achieve a defined strategy for competitive advantage, leaders must work within a system established in the strategic planning process (Khairo, 2019).

Arrival and departure boat which known with clearance term in and clearance out according to (Ridwan, 2021) Clearance is document country which issued by Harbor Master to every ship that will sail from the port after meeting the ship's seaworthiness requirements. Clearance in is a permit to enter the port, and clearance out is a permit to leave the port. According to (Situmorang & Yusnidah, 2021), ship arrival (clearance in) generally refers to the activity of a ship entering a mooring port to carry out unloading activities. Departure boat (clearance out) is the sailing activity of a ship port clearance or sailing approval letter. Letter Agreement Sail is a state document issued by the Harbor Master to every ship that will sail.

3. Methodology

This study was conducted at PT Bahari Eka Nusantara, Jakarta Branch, North Jakarta, Indonesia. The research period was April-June 2021, and a qualitative descriptive approach was used. This qualitative research method and descriptive approach were used to provide an in-depth description of the service strategy of a shipping agency company in handling ship arrivals and departures. A smooth process for handling ship arrivals and departures can increase a company's competitiveness. Furthermore,

this research approach is descriptive, where the author attempts to uncover or solve a problem based on data collected and analyzed by the researcher. Data collection techniques were carried out through observation, interviews, documentation and literature studies. Narrative and content analysis data analysis techniques were applied to interpret the findings obtained through the sources and observations. through the following steps: data collection, data refinement, data processing, data analysis, and data triangulation to ensure that the findings are not biased. Triangulation of findings, often referred to as confirmability, involves checking data from various sources in various ways and at different times to ensure triangulation. triangulation from technique collection data and triangulation from time. Triangulation was performed on the data sources from observations, interviews, and documentation (Abu Sayed, 2016).

The data analysis technique used in this study is an approach developed by Miles and Huberman, which includes (after data collection) reducing the data and separating out unfocused, overly detailed, and other data so that the data will reveal patterns or themes. The next step is to display the data (data display), which serves to assist the user. For analysis, advanced to something information or events. The final process is a withdrawal conclusion Which done researchers based on patterns and themes. Withdrawal conclusions were carried out continuously, namely while data reduction and data display were being carried out (Abu Sayed, 2016).

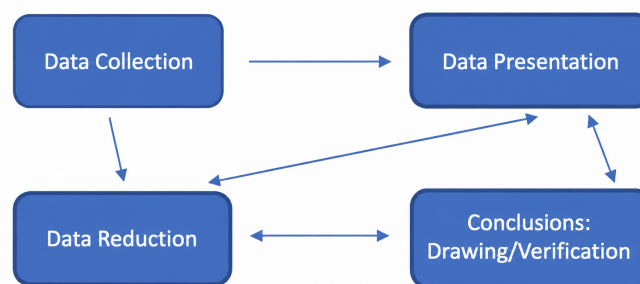


Figure 1. Data Analysis Technique
 Source: Miles, Huberman (Rijali, 2018)

Based on Figure 1, observations were conducted at the research location, that is PT. Bahari Eka Nusantara Jakarta, North Jakarta. This researcher reviews the arrival and departure activities of the ship. Observation non-participants are researchers who do not follow take part in a way direct in activities during ongoing activity observation in place study. This is done because of the technician and non-technical factors, but primarily because safety factors are a concern. The study recorded the activities of the research object, namely how the process of handling the arrival (Clearance in) and departure (Clearance out) of ships still encountered many obstacles, one of which was in terms of documents or ship certificates. has expired, the information on the arrival of the ship is insufficient accurate information received by the shipping agent results in the determination of PPKB 3 (Request for Ship and Goods Services) to be late And Not yet availability facility dock For place lean on boat Because Still in occupied by another ship.

Interviews were conducted in three ways: structured, semi-structured, and in-depth interview. We conducted semi-structured interviews with all informants using the interview guidelines we had prepared previously. Furthermore, we conducted in-depth interviews with informant 1,2 to get information Which more detailed information on things for which we consider further explanation is needed. In semi-structured and in-depth interviews, we used a recording device to convert qualitative data into quantitative data. We conducted unstructured interviews with additional informants from the party customer PT. Bahari Eka Nusantara. We used the information obtained as additional data from key informants and as a cross-check tool with information previously obtained from primary and other additional sources.

The data source or research subject in this study was an informant with the capability and competence so that information which is given credible and according to the need study this (purposive). This study aims to determine how the strategy of the shipping company agency services in handling ship arrivals and departures. The informants in this study were five people, namely, parties considered competent regarding company services. Informant 1 was the Port Captain of PT. Bahari Eka Nusantara, Informant 2 is the Operational Coordinator of PT. Bahari Eka Nusantara, Informants 3, 4, and 5 are operational staff of PT. Bahari Eka Nusantara. The informants were asked various questions related to the PT. Bahari Eka Nusantara's service strategy to customers.

The ship agency service activities carried out by PT. Bahari Eka Nusantara refers to (“PM 65 Year 2019 About Implementation And Business Agency Boat, Minister Transportation Republic Indonesia”, 2019) Article 3: Service which done by agency boat as intended in Chapter 2 consists of: a. reporting in writing the plans and realization of the arrival and departure of the ships he/she is representing to the Minister through the Director General; b. handover document boat to harbor master main, Authority Harbor main, Batam special harbormaster and port authority office, harbormaster and port authority, or organizing unit harbor local as well as agency government related other; c. management service the port that required by boat the; d. appointment company demolish fit for interest owner boat; e. settlement of expired ship documents at the expense of the ship owner; f. collection of mining fees on order owner boat; g. bookkeeping and search load; h. publishing bill of lading for and on behalf of the ship owner; i. settlement of bills on behalf of the ship owner; j. settlement of filling of bunker materials burn oil and water bid, as well as fulfillment need equipment and supplies; k. giving information required by the boat owner; and/or l. implementation activity other which is agreed upon between the ship owner or ship operator and the ship agency activity implementer.

Before the ship arrives at the port, the agent prepares the documents supporting the ship's arrival (clearance in) as follows:

1. PKKA (Announcement Agency Boat Foreign) from SeaCom.
2. PPKB (Service center Boat and Goods) from the port authority.
3. RKSP (Plan Arrival Means Carrier) submitted by the agent to Customs & Excise.
4. Ship Document Inspection Memorandum submitted to the Harbor Master.
5. Letter of appointment (letter agreement) from owners/ships.
6. Tonnage certificate (copy) from the owners/ship.
7. Master cable from Skipper Which says that boat will enter to harbor ISSC (International).
8. Ship Particulars from owners/ships.
9. Crew List as a notification report to immigration.
10. Cargo Manifest bill of lading (copy) from owner/charterers as reported to Customs & Excise and port authority.
11. Crew Personal Effect.
12. Voyage Memo.
13. Ammunition List or Dangerous Cargo List.
14. Store and Provision Lists.

Meanwhile, the documents required for ship departure (Clearance out) are as follows:

1. Master Sailing Declaration is a written statement made by the captain stating that the ship, cargo, and crew have fulfilled the requirements for safety and security of navigation as well as protection environment maritime for sail to harbor objectives.
2. A cargo Manifest is a document that contains all information related to the goods transported by the ship upon arrival and departure.
3. Port Clearance Out is a state document issued by the Harbor Master for every ship that will sail.
4. Immigration Clearance is a state document issued by the Immigration Office for every ship that sails.
5. Quarantine Clearance is a state document issued by the Port Quarantine Office to every ship which will sail.
6. Custom Clearance is a document issued by the Office of Bea and Excise for every boat that sails.
7. Light Dues (copy) is the ship's tariff while anchored at the port.
8. PPKB (Ship and Goods Service Request) out of the Port Authority.

Ship arrival is the process of completing all matters relating to ship documents, cargo, and crew when the ship arrives at the port. The following are the procedures that the shipping agency company follows to handle ship arrivals:

1. The shipping agent submits a request for arrival boat 1×24 O'clock before the boat arrives at the harbor in lamp letter appointment agency from the ship owner.
2. The ship agent submits a request for approval of the maneuvering and a ship's maneuvering supervision order, accompanied by a crew list and ship particulars/sea documents.
3. The ship agent, along with relevant agency officials, boards the ship to collect the ship's documents for clearance at the harbormaster's office. While the ship is in port, the ship's documents are kept at the harbormaster's office until the ship leaves the port.
4. The agent serves activities in accordance with the facilities agreed upon in the PPSA meeting.
5. Team examiner which consists of harbor master, quarantine harbor stage inspection to on boat.
6. After the inspection team disembarks from the ship, noting that there are no problems with the ship, the stevedor and the appointed PBM board the ship for loading and unloading.

Ship departure is a process of supervision carried out by the Harbor Master on ships that will sail from the port to ensure that the ship, crew, and cargo have technically and administratively fulfilled the requirements for safety and security of shipping and environmental protection maritime. The following procedure is carried out by shipping agency companies in handling ship departures:

1. After the loading and unloading process carried out by the PBM is completed, the agent submits a request for guidance/delay to the PT. PELINDO for outbound and port ship activities.
2. The agent finishes clearance in the harbor master's office by showing proof of payment disbursement account and other requirements that have been completed, then the ship's documents are received back to be submitted back to the ship's administration in the form of:
3. Report on the realization of loading and unloading results for internal and external after loading and unloading is completed, immediately prepare a report on the results of the loading and unloading activities for ADPEL, the principal, the board of directors, and the branch office itself.
4. Send to the agent at the destination port, furthermore about departure, ETA, and preparation agent

in harbor objective.

5. The freight rate or basic unit for calculating the amount of freight is determined based on the following considerations:
 - Calculation of the port of loading (OPP) and port of destination (OPT) costs that must be paid by the agent to the PBM. If the shipping conditions are liner services, then stevedoring is the responsibility of the shipping company, so the PBM bills the costs to the shipping company.
 - Disbursement accounts that must be billed to the principal while the ship is still in port, such as anchor, guide, postpone, mooring, water bid, material burn, electricity, and etc.
6. Settlement Bill of Lading to the shipper (**AbbasSalim2010**).

Inaportnet is currently available to carry out the clearance process in and out of the KSOP. According to the Regulation Minister Transportation Republic Indonesia Number PM 157 Year 2015 regarding the Implementation of Inaportnet for ship and goods services at the port, Inaportnet is an open and neutral electronic portal to facilitate the exchange of data and information on port services quickly, safely, neutrally, and easily integrated with related government agencies.

Inaportnet is used for process Clearance in and Clearance out to KSOP, before with the Inaportnet system, agents carried out the licensing process manually by visiting the KSOP office and bringing the necessary documents, which required more transportation costs and time. However, with the Inaportnet system, agents only need to submit an application online and simply attach a scan of the required document to the application in the online system, thus making the Clearance in and Clearance out process to KSOP save transportation costs, operations, and time more efficiently. The results show that the service procedures for the arrival boat/clearance consist of eight steps, from the submission of the news of the arrival of the ship into Inaportnet to the issuance of the warrant scout work order. The ship's departure/clearance procedure consists of seven steps, from submitting a ship departure notice to issuing a sailing approval letter.

The Inaportnet system has had a positive impact on the processing of Sailing Approval Letters, accelerating the handling of goods traffic export and minimize the time and costs required in process port clearance in harbor. Also minimize users service face to face advance with officers government which authorized for prevent matter which no desired like prevent the occurrence of illegal levies because payments are made online and integrated directly by the state, however the Inaportnet system cannot always run smoothly because there are internal factors such as system maintenance or system repairs at certain hours which can hinder the port clearance process and human resources who do not understand the Inaportnet system are also a factor internal which can hinder port clearance. In addition, the second officer picket is one of the external factors that also hinder port clearance because the officers on duty from both port organizers/KSOP and shipping companies/PELINDO are not present during working hours.

4. Results and Discussion

4.1 Strategy service PT. Bahari Eka Nusantara

To determine the service strategy provided by PT. Bahari Eka Nusantara, interviews were conducted with the following informants:

1. According to Informant 1, the port captain of PT. Bahari Eka Nusantara: service strategy in a company that operates in field agency boat that the same only which differentiate company agency boat other PT. Bahari Eka Nusantara has employees who are very experienced in their fields of expertise. This is an important point for operating tasks to create good and satisfying services for

customers.

2. According to Informant 2, who is the operational coordinator of PT. Bahari Eka Nusantara disclosed that good service is based on the creation of good communication. Bahari Eka Nusantara very guard quality service and as well as method we communicate with good so that there is no doubt among customers and they continue to trust PT. Bahari Eka Nusantara as a good business partner.
3. Informant 3 was a staff PT. Bahari Eka Nusantara (May 23, 2021) disclose information in detail about the profile and how condition harbor moment, as well as the situation dock to the captain, to anticipate unwanted things.
4. Informant 4, namely the operational staff of PT. Bahari Eka Nusantara, stated that they provide excellent service. The best in matter whatever from start boat before arrive in harbor stop by until to leave to the port of destination. Employees are required to be proactive in resolving unforeseen issues.
5. Informant 5, an operational staff member, stated that companies operating in the service sector are definitely related with time. Good time management document boat, management certificate crew crew boat and etc. If the processing time is not suitable with what has been plan ahead, delays will occur in the arrival and departure of ships.

From the statements of the five informants, it can be concluded that PT. Bahari Eka Nusantara provides excellent service so that customer certain and believe to service which in give according to with vision and PT. Bahari Eka Nusantara's mission is to provide this service through punctuality, speed, and excellent communication with customers.

In addition, the service is realized as follows:

1. Proof physique
Proof physique is Wrong One form service, which can be given to the company through a number of forms. Therefore, the author can conclude from the results of interviews with the five sources that physical evidence can be in the form of documents or letters related to the arrival and departure of ships, such as (sailing approval letters, port administration notes, and seaman's book registration, etc.).
2. Reliability
Reliability is the ability to provide promised services promptly, accurately, and satisfactorily. It is not uncommon to hear that a service company always relates with time in activity his efforts. So from that results interview with the author can conclude from the 5 sources that punctuality in serving customers will certainly make customer feel satisfied good in matter communicate which good and proactive in matter anything that makes things easy and helps customers.
3. Responsiveness
Responsiveness refers to the response or alertness of employees in helping clients and providing services. Fast and which covering alertness of employees in serving customers. The results of the interviews with the five sources can be concluded by the author, namely the speed of employees in handling procedures, and handling as well as remembering and requesting ship documents needed for port administration and processing ship arrival and departure documents.
4. Guarantee
Assurance is a way for companies to instill trust in their customers. Building trust requires skilled human resources in their respective fields. Therefore, based on interviews with five sources, the author concludes that assurance in this case encompasses the company's knowledge, skills, courtesy, and trustworthiness, free from danger and risk of doubt.

5. Empathy

Empathy is the ease of establishing relationships, good communication, and understanding the needs of customer. Therefore, the results of the interview based on the five sources, the author can conclude that this strategy can be demonstrated through good communication between employees and customers. When communication is smooth, it is easy to understand customer expectations.

Based on the interview results, to measure the level of customer satisfaction, the efforts made by PT. Bahari Eka Nusantara are:

1. System Complaint and Suggestions

The complaint and suggestion system is a way to measure customer satisfaction, which can give rise to new ideas and inputs that are valuable for the company, allowing the company to react and respond to problems that arise. The results of the questionnaire through Google forms showed to the shipping company that PT Bahari Eka Nusantara has implemented a complaints and suggestions system for customers. This is important because knowing complaints or customer suggestions certainly has a positive impact on the development and progress of the company.

2. Survey Satisfaction Customer

Customer satisfaction surveys are often conducted using various methods, including telephone and in-person interviews. These methods are used to determine customer assessments of a company's service. The results of these customer surveys were obtained that so far this service already very good, so maintain service which already there is. It would be even better if the service were further improved. The interview results show that PT Bahari Eka Nusantara is capable of using strategies to increase its customer satisfaction.

The matter seen from several strategies that have been implemented naturally will positively impact the continuity of the company.

4.2 Measurement Quality Service

To measure the quality of service based on the following indicators:

1. Accuracy Time

Punctuality is a very important factor in the smooth running of quality services. Quality service was measured by the existence of accuracy time, which was effective. Like which a source from PT. Pancaran Samudera_transport stated that for punctuality in serving customer requests regarding billing of service fees, more attention must be paid to the accuracy of the data before in bill to customer. This will become the input for PT. Nautical Eka Nusantara to further improve customer service.

2. Speed service

The service speed is the target time for service completion within the desired timeframe. Information from a resource person from PT. Pelayaran Nasional Ekalya Purnama Sari stated that PT. Bahari Eka Nusantara is a shipping agency with excellent service. Service from PT. Bahari Eka Archipelago to customer already enough give service which very good and understand what the customer's needs are.

3. Neatness of results

The neatness of the results is the result of employee performance based on tasks that are carried out effectively and efficiently. PT. Bahari Eka Nusantara measures the quality of service by looking at from results neatness employee performance in form process results finally, that is in accordance

procedures provided by PT. Bahari Eka Nusantara.

4.3 Obstacles Handling Arrival and Departure Boat

In handling the arrival and departure of boats, PT. ASDP experienced a number of obstacles. Bahari Eka Nusantara. The factors that cause delays in ships entering and exiting the port area are as follows:

1. The expiration of a ship's validity period occurs due to negligence and a lack of communication between the ship's captain and owner regarding the ship's validity period. This situation can be avoided by renewing the ship's documents with the relevant authorities to avoid sanctions and ensure smooth ship operation.
2. A common problem faced by relevant agencies is the Vessel Traffic System (VTS) and sign payment services, as well as the excessively long clearance processes in and out of the Harbor Master's office. This is due to long queues because the administration does not immediately submit the queue requests. What should be a faster process is actually slowed down, resulting in half a day spent waiting for the billing queue and the sailing approval letter, so that the party agent waits too long. The party's direct administration should deliver the application to the manufacturing billing officer guard so that the agent does not have to queue for too long and spend time at the Harbor Master's office and can provide a more optimal service.
3. The dependence on one employee who can control the Inaportnet system due to lack of knowledge about informatics systems results in obstacles in the process of submitting Clearance in and Clearance out as well as requests for Clearance in and Clearance out on the Inaportnet system if the employee who masters Inaportnet is unable to attend. Therefore, shipping companies, especially in the operational field, should provide training on the Inaportnet system to eliminate the sense of dependence on the Inaportnet system to competent employees.
4. System down because of death electricity or matter other.

4.4 Strategy Which done by PT. Bahari Eka Musantara

Strategy PT. Bahari Eka Nusantara handles the arrival and departure of boats to maintain the quality of service to customers in carrying out ship docking and ship departure activities as follows:

1. Before sailing, a ship must complete its documents before accessing the Inaportnet system. This is done to ensure that sailing activities are legal and to avoid fines. No only for avoid traffic ticket, completeness document and time valid document must very this is an important point. Ship documents also facilitate the entry and exit of ships in port areas.
2. After accepting the letter of appointment from the boat owner, quickly communicate with crew ships and provide information to the profile port to captain the ship, after which the ship completeness documents and crew lists will be used as a statement of the ship's clearance in and out process. In this case, PT. Bahari Eka Nusantara requires its employees to be proactive as a way of providing the best service to customers.
3. Remind and provide information to clients related to holidays and national holidays in advance if there is a ship carrying out activities at the port or there crew members joining onboard. This allows PT. Bahari Eka Nusantara employees to process crew documents quickly and accurately.
4. Establishing good relationships with officers and related agencies at the port and head office. In this case, PT. Bahari Eka Nusantara's attention to officers and related agencies can facilitate and facilitate any activities carried out by PT. Bahari Eka Nusantara. We fulfill SOPs and procedures in the field and in administration.

5. Improving employee quality: Employees whose educational background is not in the shipping and agency world should be provided with training in the form of seminars. By providing additional education, such as short courses or seminars on knowledge agencies, the ability of employees will increase so that they can carry out their duties and responsibilities according to their positions.

5. Conclusions

Based on the discussion results, it can be concluded that document management is a requirement for port clearance. The problems encountered included the expiration of the ship document validity period, service payment issues related to the Vessel Traffic System (VTS) and signs, as well as the Clearance in and Clearance out process at the Harbor Master's office which takes too long due to long queues because the administration does not immediately submit the queue application. In addition, there is a dependence on one employee who can master the Inaportnet system due to a lack of knowledge of information systems, which results in obstacles in the Clearance in and Clearance out application process on the Inaportnet system. Furthermore, the system may also experience downtime due to power outages or other reasons.

Meanwhile, PT. Bahari Eka Nusantara's strategy in the process of submitting Clearance in and Clearance out includes checking and completing ship documents before accessing the Inaportnet system, not only to avoid fines but also to facilitate the clearance process. The company also emphasizes communication with the ship's crew by providing port profile information to the skipper, requesting completeness of ship documents and crew lists to support clearance activities. In addition, employees remind and provide information to clients regarding holidays and national holidays in advance, especially when ships will operate at the port or when crew members will join onboard, so that document completeness can be managed efficiently with speed and accuracy. The company also establishes good relationships (silaturahmi) with officers and related agencies both at the port and head office, and continuously improves employee quality through training programs.

Acknowledgements

The authors would like to express their sincere gratitude to the Institute of Transportation and Logistics Trisakti, Jakarta, Indonesia, for their academic support in conducting this research. The authors also extend their appreciation to PT. Angkasa Pura Kargo, particularly the Regulated Agent Unit employees, for their participation and cooperation in providing valuable data and insights for this study.

Author Contributions

YK conceptualized the study, designed the research framework, conducted data collection, performed data analysis, and drafted the manuscript. NGLT contributed to methodological validation, data interpretation, and critical revision of the manuscript. IC was responsible for supervision, review and editing, and final approval of the manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

References

- Abu Sayed, M. A. (2016). Best practices of port agency for quality ship operation. *Annals of the Romanian Society for Cell Biology*, 20(2).
- Agusinta, L., Nugroho, A. E., Fachrial, P., & Suryawan, R. F. (2021). Assessment model of employee competence, ground support equipment effectiveness, and satisfaction on service quality. *Jurnal Transportasi, Logistik, dan Aviasi*, 1(1), 55–69. <https://doi.org/10.52909/jtla.v1i1.37>
- Aneziris, O., Gerbec, M., Koromila, I., Nivolianitou, Z., Pilo, F., & Salzano, E. (2021). Safety guidelines and a training framework for lng storage and bunkering at ports. *Safety Science*, 138, 105212. <https://doi.org/10.1016/j.ssci.2021.105212>
- Anton, P., Muhammd, T., & A., S. (2016). Quality of shipping agency services and interpersonal communication in shipping companies. *Journal of Transportation & Logistics Management (JMTransLog)*, 03(2), 217–225.
- Connolly, J. M. (2017). The impact of local politics on the principal-agent relationship between council and manager in municipal government. *Journal of Public Administration Research and Theory*, 27(2), 253–268. <https://doi.org/10.1093/jopart/muw051>
- Corry, P., & Bierwirth, C. (2019). The berth allocation problem with channel restrictions. *Transportation Science*, 53(3), 708–727. <https://doi.org/10.1287/trsc.2018.0865>
- Delgado, R. (2017). The cruise industry: Destinations, opportunities, innovations, and challenges. *Journal of Advanced Management Science*, 5(5), 387–393. <https://doi.org/10.18178/joams.5.5.387-393>
- Elvan, S., Hindianthoro, S., & Yahya. (2019). Efforts to increase user satisfaction with pt. pelayaran eka-nuri indra pratama agency services in tanjung priok, jakarta. *Journal of Maritime Transportation Science and Technology*. <https://doi.org/10.51578/j.sitektransmar.v1i1.11>
- Fransoo, J. C., & Lee, C.-Y. (2013). The critical role of ocean container transport in global supply chain performance. *Production and Operations Management*, 22(2), 253–268. <https://doi.org/10.1111/j.1937-5956.2011.01310.x>
- Government regulation of the republic of indonesia number 31 of 2021 concerning organization bi dang cruise. (2021).
- Heriyanto, D. (2021). The impact of service quality and compensation on crew satisfaction in manning companies. *Jurnal Transportasi, Logistik, dan Aviasi*, 1(1), 31–41. <https://doi.org/10.52909/jtla.v1i1.35>
- Keke, Y., Tobing, N. G. L., & Tanjung, I. (2021). The effect of occupational safety and health on employee performance at pt. angkasa kargo. *Jurnal Transportasi, Logistik, dan Aviasi*, 1(1), 42–54. <https://doi.org/10.52909/jtla.v1i1.36>
- Khairo, R. (2019). Analysis strategy marketing tourist in village ketapang raya subdistrict crackers, lombok east. *Journal Research Management*, 19(1), 8. <https://doi.org/10.29303/jrm.v19i1.34>
- Kose, S., Ozkok, M., Demirel, F. B., & Kose, E. (2018a). Performance indicators considered for selection of agency in maritime industry. *Transportation Journal*, 57(3), 238–257. <https://doi.org/10.5325/transportationj.57.3.0238>
- Kose, S., Ozkok, M., Demirel, F. B., & Kose, E. (2018b). Performance indicators considered for selection of agency in maritime industry. *Transportation Journal*, 57(3), 238–257. <https://doi.org/10.5325/transportationj.57.3.0238>
- Kuncoro, H., & Harahap, V. (2021). Effect of electronic flight bag usage and safety culture on flight safety performance at pt. garuda indonesia. *Jurnal Transportasi, Logistik, dan Aviasi*, 1(1), 18–30. <https://doi.org/10.52909/jtla.v1i1.34>
- Lenin, K. (2014). A case study to understand the roles and responsibilities of shipping agent in the operational activities of shipping industry. *GJRA - GLOBAL JOURNAL FOR RESEARCH ANALYSIS*, 3(2), 145–148.

- Lilis, L., & Fadillah, N. (2021). Prosedur penanganan crew kapal asing yang masuk ke perairan indonesia pada pt. bahari eka nusantara cabang batam. *Journal of Maritime and Education (JME)*, 3(1), 168–175. <https://doi.org/10.54196/jme.v3i1.34>
- Mc A, B. D. (2016). The cruise industry: Past, present and future. *Journal of Tourism Research*, 141.
- Najafipour, A. A., Marzi, V., & Foroozanfar, M. H. (2014). The future of cruise ship tourism industry: The challenges of cruising market and operations management. *Journal of Social Issues Humanities*, 2(7), 213–224.
- Nasution, N. H., & Nur, M. (2020). Peranan bagian dokumen dalam pembuatan bill of lading pada pt. bahari eka nusantara medan. *Journal of Maritime and Education (JME)*, 2(1).
- Ndikom, O., Buhari, S. O., Nwokedi, T., & Okeke, O. K. (2017). The challenges of cargo clearance at the nigerian ports (a service provider and shippers perspectives). *Journal of Maritime Research*, 14(1), 38–43.
- Ng, S. W., & Szeto, S. Y. E. (2016). Preparing school leaders: The professional development needs of newly appointed principals. *Educational Management Administration Leadership*, 44(4), 540–557. <https://doi.org/10.1177/1741143214564766>
- Perboli, G., Musso, S., Rosano, M., Tadei, R., & Godel, M. (2017). Synchro-modality and slow steaming: New business perspectives in freight transportation. *Sustainability*, 9(10), 1843. <https://doi.org/10.3390/su9101843>
- Pm 65 year 2019 about implementation and business agency boat, minister transportation republic indonesia. (2019).
- Pm_11_year_2016 about the implementation and agency business boat. (2016).
- Pm_154_year_2015.pdf [nd]. (n.d.).
- Poulsen, R. T., & Sampson, H. (2019). ‘swinging on the anchor’: The difficulties in achieving greenhouse gas abatement in shipping via virtual arrival. *Transportation Research Part D: Transport and Environment*, 73, 230–244. <https://doi.org/10.1016/j.trd.2019.07.007>
- Pratap, S., Nayak, A., Kumar, A., Cheikhrouhou, N., & Tiwari, M. K. (2017). An integrated decision support system for berth and ship unloader allocation in bulk material handling port. *Computers & Industrial Engineering*, 106, 386–399. <https://doi.org/10.1016/j.cie.2016.12.009>
- Raelin, J. D., & Bondy, K. (2013). Putting the good back in good corporate governance: The presence and problems of double-layered agency theory. *Corporate Governance: An International Review*, 21(5), 420–435. <https://doi.org/10.1111/corg.12038>
- Ridwan, A., Agus Pamungkas. (2021). Implementation of ship in-out clearance with the inaportnet system at the port banjarmasin. *3rd National Seminar on Maritime and Interdisciplinary Studies*, 3(1), 151–161.
- Rijali, A. (2018). Data analysis qualitative ahmad rijali antasari state islamic university banjarmasin. *17(33)*, 81–95.
- Ros Chaos, S., Pallis, A. A., Saurí Marchán, S., Pino Roca, D., & Sánchez-Arcilla Conejo, A. (2021). Economies of scale in cruise shipping. *Maritime Economics Logistics*, 23(4), 674–696. <https://doi.org/10.1057/s41278-020-00158-3>
- Savelyev, A. (2017). Contract law 2.0: ‘smart’ contracts as the beginning of the end of classic contract law. *Information & Communications Technology Law*, 26(2), 116–134. <https://doi.org/10.1080/13600834.2017.1301036>
- Setyawati, A., & Aristiyanto, F. K. (2021). Improving discipline through apron movement control (amc) at pt angkasa pura i adi soemarmo airport. *Jurnal Transportasi, Logistik, dan Aviassi*, 1(1), 1–17. <https://doi.org/10.52909/jtla.v1i1.33>
- Sibilia, E. A. (2019). Oceanic accumulation: Geographies of speculation, overproduction, and crisis in the global shipping economy. *Environment and Planning A: Economy and Space*, 51(2), 467–486. <https://doi.org/10.1177/0308518X18781084>

- Situmorang, H., & Yusnidah. (2021). Agency services in handling ship arrivals and departures at pt sea asih lines kwalat tanjung. *Buletin Utama Teknik*, 16(2), 147–151.
- Styliadis, T., & Chlomoudis, C. (2021). Analyzing the evolution of concentration within containerized transport chains through a circuitist approach: The role of innovations in accelerating the circuits of liner and container terminal operators. *The Asian Journal of Shipping and Logistics*, 37(4), 321–328. <https://doi.org/10.1016/j.ajsl.2021.09.002>
- Sun, X., Feng, X., & Gauri, D. K. (2014). The cruise industry in china: Efforts, progress and challenges. *International Journal of Hospitality Management*, 42, 71–84. <https://doi.org/10.1016/j.ijhm.2014.05.009>
- Voorn, B., Van Genugten, M., & Van Thiel, S. (2019). Multiple principals, multiple problems: Implications for effective governance and a research agenda for joint service delivery. *Public Administration*, 97(3), 671–685. <https://doi.org/10.1111/padm.12587>
- Wanyama, T. (2017). Causes of delay in clearance of goods at the port of mombasa. *International Journal of Supply Chain and Logistics*, 1(1), 22–43.