

COMPLETION OF SERVICE BILL OF LADING ISSUED FOR CUSTOMER SATISFACTION

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ABSTRACT

PT. Tresnamuda Sejati, as one of the manufacturer export documents, is always trying to serve neat and clean work for their customers. To keep their customers loyal in the competition era, they try their best to satisfy them. Customers' satisfaction is one of the important things in running the company. In order to do so, the company should evaluate all the employees' performance especially employees who are handling the customers. This study is aimed at finding out the employees' performance of PT. Tresnamuda Sejati in satisfying the customers. The methods used are combination of quantitative and qualitative. Likert Scale and Cartesius are used to find out the performance indicators. The result of this study shows that their employees do not perform well and do not fulfill the indicators. The employees' performance needs to be improved especially performance related to responsiveness and assurance.

Keywords: service, customers' satisfaction, employees' performance

Introduction

One of the tasks of national shipping agent is issuing the documents for the shipping companies who need Bill of Lading / BL to enter seaport. PT. Tresnamuda Sejati / TMS Line is one of the national shipping agents who issues BL. When doing their activities, they are provided with the internet to easily serve the customers who are always ordered documents issued through email. It is expected by using email the service will run well and the customers are satisfied. Unfortunately, the primary activity in serving the customers is not supported with the best service. The internet facility is often off and shows invalid connection which disrupts the email communication between branches and main offices. The other important problem is the lack of professional

employees who are able to issue BL and have specified skills. The company does not provide the employees with the newest computer which becomes another problem even though it is not the main issue.

Every day, the company issues 10 to 20 Bill of Lading which needs to be done in around 15 minutes for each document. However, they will need more time, around 20 to 30 minutes, which causes inefficient service if they deal with some problems mentioned earlier. This inefficiency will decrease the company income due to the high expectation of fast and best service from the customers.

For a company supports other companies in dealing with the documents, PT. Tresnamuda Sejati has got much income from customers or clients who keep using their service. It means the company relies on the other companies as clients to run theirs. To reach many clients, they try to market their service using some efforts. They continuously ask the shipping companies, active or non-active ones, to spread the news about their company and try to enhance their service.

This study used descriptive qualitative and quantitative, Likert Scale and Cartesius Diagram to find out the performance indicators. Variable Y in this study represents expectation while variable X represents performance. The customers' satisfaction can be measured by giving score of questions from 1 to 5. The questions of expectation and performance can be found in the importance of performance analysis.

This table represents the scoring of variable X as the employees' performance.

Table 1: Likert Scale : Variable X as the performance of employees

The Answer Choices	The Scoring
Excellent (E)	5
Good (G)	4
Good Enough (GE)	3
Not good enough (NGE)	2
Bad (B)	1

This table represents the scoring of variable Y as the customers' expectation.

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Table 2 : Likert Scale : Variable Y as the customers' expectation

The Answer Choices	The Scoring
Very Important (VI)	5
Important (I)	4
Quite Important (QI)	3
Less Important (LI)	2
Not Important (NI)	1

Then, the writers measured the level of congruity which in this study using the symbol (*Tki*) to compare the scoring of X_i (employees' performance) and Y_i (customers' expectation). The measurement is based on J. Supranto (2006) formula: $Tki = \frac{X_i}{Y_i} \times 100\%$

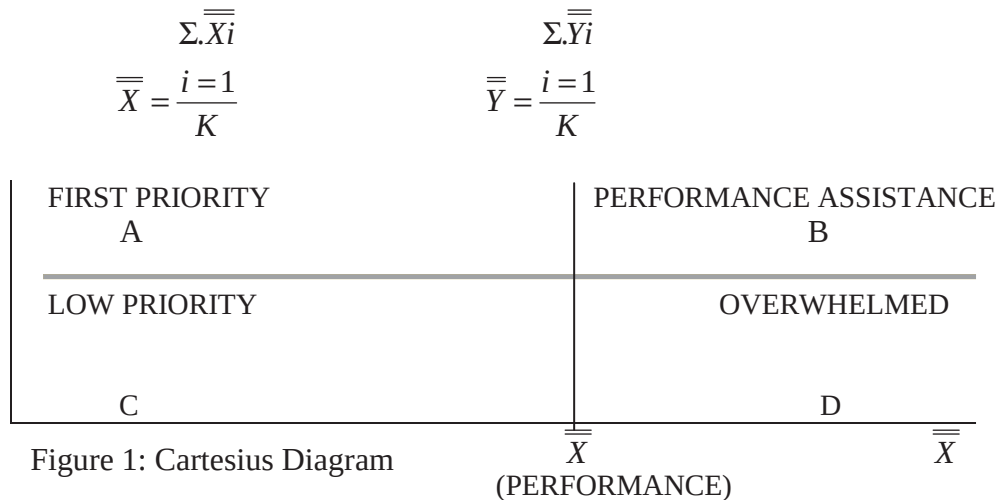
After that, the researcher measured the mean of each factor that affect the customers' satisfaction that can be taken from the mean score of performance and expectation. The formulations are: $\bar{X} = \frac{\sum X_1}{n}$, $\bar{Y} = Y = \frac{\sum Y_1}{n}$

The symbols meaning are: $\bar{X}$ = the mean score of employees' performance

$\bar{Y}$ = the mean score of customers' satisfaction
 n = samples of respondents

In this study, the customers' satisfaction is measured by comparing the employees' performance and the customers' expectation and also by comparing both of them to the service performance. This kind of measurement analysis can be done using Cartesius Diagram. This diagram can also be used to find out the solution of documents issued as BL which is really needed by the shipping companies as the customers though face some problems in the field as mentioned earlier and disappointed them.

Diagram is a 4 square part that is restricted by two vertical lines of ($\bar{X}$, $\bar{Y}$), with $\bar{X}$ as the mean score of all factors or attributes of customers' satisfaction, $\bar{Y}$ as the mean score of all the factors that affected the customers' satisfaction and K as the sum of variables that affected the service quality or servqual. The formulation is:



Source: J. Supranto (2006)

Below is the Cartesius Diagram for the customers' satisfaction analysis which defines as:

- Part A is showing the factors or attributes that are considered affecting the customers' satisfaction. For PT. Tresnamuda Sejati, the result is not really good though this service is really important. It could happen due to mismanagement that cause customers' disappointment.
- Part B is showing the services that have been applied by the company and those should be well managed because the company's performance is considered reliable and satisfy the customers.
- Part C is showing the factors or attributes that are considered not affected the customers much. The company neglects this part that causes the minimum result.
- Part D is showing the attributes or factors though not affecting the customers but the application is overwhelming.

Findings and Discussion

A. Bill of Lading documents issued to enhance customers' satisfaction

Due to the fast development of shipping company in Indonesia, the competency in issuing shipping documents such as Bill of Lading is also fast. The only way to get new customers and keep the loyal customers for the company is by giving the best service and enhancing it --- start from receiving email to issuing BL. The company should enhance the

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employees' performance in giving the best service to the customers and also increase and use the newest technology. It means the quality of services provided by the company is affecting the customers' satisfaction. Adaptation to technology is also much needed otherwise the company will be left behind.

In this study, the performance measurement is highly connected to the service given by PT. Tresnamuda Sejati, specially the employees in export department. They need to be measured in order to correct their faults or disadvantages to the customers. It is expected the study could give the solution so that the employees will not perform the same mistakes.

There are five focused evaluations to determine the quality of services to the customers' satisfaction which are:

1. Reliability
2. Responsiveness
3. Trustworthy
4. Empathy
5. Availability

Those five focused evaluations are explained in ten questions and the questions are factors or attributes that could enhance the customers' satisfaction. The questions are in questionnaire form which was spread to ten respondents.

Table 3: The result of employees' performance in giving service of issuing BL (Variable X)

Questions	SB	B	CB	TB	STB	Sum	Score
1	2	3	4	1	0	10	36
2	1	6	3	0	0	10	38
3	2	6	2	0	0	10	40
4	2	4	4	0	0	10	38
5	2	5	3	0	0	10	39
6	2	3	5	0	0	10	37
7	2	3	4	1	0	10	36
8	2	5	3	0	0	10	39
9	2	3	5	0	0	10	37
10	2	4	3	1	0	10	37
Total	19	42	36	3	0	100	377
Percentage (%)	19	42	36	3	0	100	377

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Table 4: The result of mean score of employees' performance

No	The factors of customers' satisfaction	The application score	$\bar{X}$
1	The TMS Line employees are always checking the process of issuing BL.	36	3,6
2	The TMS Line employees of Export Department are always responsive in issuing BL.	38	3,8
3	The TMS Line employees give personal assistance in issuing BL to the loyal customers.	40	4,0
4	The TMS Line employees are able to give complete and easily understood information for the customers.	38	3,8
5	The TMS Line employees are equipped with good knowledge and skill.	39	3,9
6	The TMS Line employees are nice and decent in communicating with the customers.	37	3,7
7	The TMS Line employees are performing effective communication to the customers.	36	3,6
8	The TMS Line employees are very responsive to the customers.	39	3,9
9	The TMS Line company and employees perform neat and clean.	37	3,7
10	The TMS Line company always prepare the tools to issue BL.	37	3,7
	Total	377	37,7
	The mean score of Variable X	37,7	

Source: Questionnaire result

B. An Analysis of the customers' expectation and the employees' performance

Table 5: The result of the customers' expectation (Variable Y)

Questions	SP	P	CP	TP	STP	Sum	Score
1	1	4	5	0	0	10	36
2	3	6	1	0	0	10	42
3	5	3	2	0	0	10	43
4	4	4	2	0	0	10	42
5	2	6	2	0	0	10	40
6	3	6	1	0	0	10	42
7	2	7	1	0	0	10	41
8	5	3	2	0	0	10	43
9	5	4	1	0	0	10	44
10	2	6	2	0	0	10	40
Total	32	49	19	0	0	100	413
Percentage (%)	32	49	19	0	0	100	41,3

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Table 6: The result of mean score of customers' expectation

No	The factors of customers' satisfaction	The application score	$\bar{Y}$
1	The TMS Line employees are always checking the process of issuing BL.	36	3,6
2	The TMS Line employees of Export Department are always responsive in issuing BL.	42	4,2
3	The TMS Line employees give personal assistance in issuing BL to the loyal customers.	43	4,3
4	The TMS Line employees are able to give complete and easily understood information for the customers.	42	4,2
5	The TMS Line employees are equipped with good knowledge and skill.	40	4,0
6	The TMS Line employees are nice and decent in communicating with the customers.	42	4,2
7	The TMS Line employees are performing effective communication to the customers.	41	4,1
8	The TMS Line employees are very responsive to the customers.	43	4,3
9	The TMS Line company and employees perform neat and clean.	44	4,4
10	The TMS Line company always prepare the tools to issue BL.	40	4,0
	Total	413	41,3
	The mean score of Variable Y		4,13

Source: The questionnaire result

Based on the customers' response in the questionnaire given, the result of mean score of employees' performance to the quality of export department

service as can be seen on table 4 is 37,7. It means the employees' performance in handling the customers' request is quite fast and responsive though it is not applied what is expected. After finding out the whole result of variable X, then we can get the result for $\bar{Y} = \frac{413}{10} = 41,3$

Table 7: An Analysis of employees' performance (variable X) and customers' expectation (variable Y)

No	Questions	Variable X	Variable Y	The Adjustment level (%)
1	The TMS Line employees are always checking the process of issuing BL.	36	36	100
2	The TMS Line employees of Export Department are always responsive in issuing BL.	38	42	90,47
3	The TMS Line employees give personal assistance in issuing BL to the loyal customers.	40	43	93,02
4	The TMS Line employees are able to give complete and easily understood information for the customers.	38	42	90,47
5	The TMS Line employees are equipped with good knowledge and skill.	39	40	97,50
6	The TMS Line employees are nice and decent in communicating with the customers.	37	42	88,09
7	The TMS Line employees are performing effective communication to the customers.	36	41	87,80
8	The TMS Line employees are very responsive to the customers.	39	43	90,69
9	The TMS Line company and employees perform neat and clean.	37	44	84,09
10	The TMS Line company always prepare the tools to issue BL.	37	40	92,50
	Mean score	37,7	41,3	91,463

Source: The questionnaire result

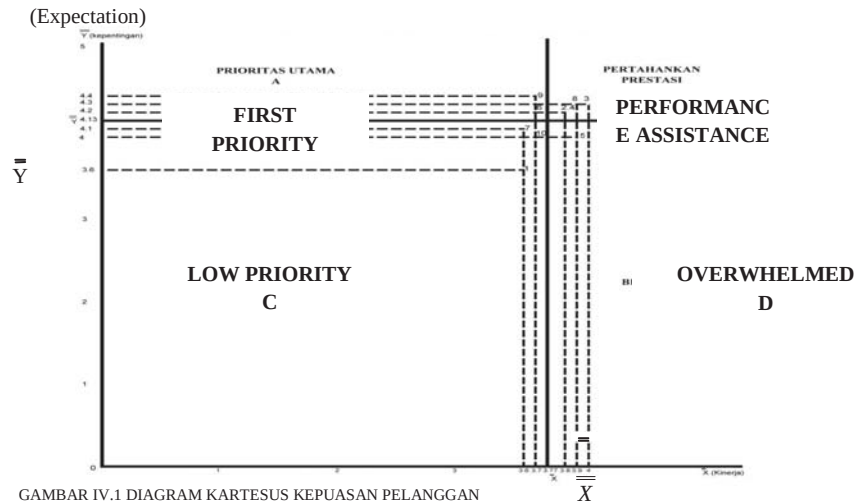
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C. An Analysis of reliability factor

Table 8: An analysis of mean score between employees' performance (variable X) and customers' expectation (variable Y)

No	Questions	Variable X	Variable Y	$\bar{X}$	$\bar{Y}$	The Adjustment level (%)
1	The TMS Line employees are always checking the process of issuing BL.	36	36	3,6	3,6	100
2	The TMS Line employees of Export Department are always responsive in issuing BL.	38	42	3,8	4,2	90,47
3	The TMS Line employees give personal assistance in issuing BL to the loyal customers.	40	43	4,0	4,3	93,02
4	The TMS Line employees are able to give complete and easily understood information for the customers.	38	42	3,8	4,2	90,47
5	The TMS Line employees are equipped with good knowledge and skill.	39	40	3,9	4,0	97,50
6	The TMS Line employees are nice and decent in communicating with the customers.	37	42	3,7	4,2	88,09
7	The TMS Line employees are performing effective communication to the customers.	36	41	3,6	4,1	87,80
8	The TMS Line employees are very responsive to the customers.	39	43	3,9	4,3	90,69
9	The TMS Line company and employees perform neat and clean.	37	44	3,7	4,4	84,09
10	The TMS Line company always prepare the tools to issue BL.	37	40	3,7	4,0	92,50
	Total	377	413	37,7	41,3	914,63
	Mean Score (X dan Y)	37,7	41,3	3,77	4,13	91,46

$\bar{X}$ and $\bar{Y}$ = the mean score of 10 respondents.



Based on the Cartesius Diagram above, there are four factors or attributes that affect the customers' satisfaction of PT. Tresnamuda Sejati / TMS Line. They are first priority, performance assistance, low priority, and overwhelmed. The explanation of those factors in the diagram is:

1. Quadrant A: First Priority

This quadrant is about factors or attributes affect the customers' satisfaction of TMS Line in getting services related to BL issued. The first priority of the company is issuing this document for their customers though in reality the employees' performance is not satisfying and fulfilling the customers' expectation.

The factors are:

- The service in communicating effectively (= 6)
- The company and employees' neat and clean performance (= 9)

2. Quadrant B: Performance Assistance

This quadrant is still related to the factors affect customers' satisfaction which needs to be preserved and well maintained in the company due to the expected result of the application to the customers. The customers think that the employees already performed well related to their service especially in issuing the documents.

The factors are:

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- a. The fast response and service in issuing BL (= 2)
 - b. The responsiveness of company dealing with complaints (= 4)
 - c. The fast response in solving problem (= 3)
 - d. The responsibility of safety and comfort (= 8)
3. Quadrant C: Low Priority
- The factors in this quadrant are also affecting the customers' satisfaction though the employees considered they are not important. That is the reason why, they tend to neglect them or just give usual performance. The factors are:
- a. Nice and decent attitude in handling the customers (= 1)
 - b. Personal service (= 7)
 - c. The nice and comfort design of interior and exterior of TMS Line (= 10)
4. Quadrant D: Overwhelmed
- This quadrant shows the factors affect the customers' satisfaction which is done excessively. The customers think those factors are not really important however the company and its employees serve the best. It makes the customers feel overwhelmed by the employees' response. The factor is the knowledge and skill of TMS Line employees (= 5).

Conclusion

The mean score of the performance analysis between the employees' performance and the customers' expectation in satisfying the customers is 37,7 %. It means the company, PT. Tresnamuda Sejati / TMS Line, is quite good in explaining the job description to its employees though in reality the application of the knowledge and skill of their employees need to be enhanced. Despite the lack of employees' performance, the adjustment level of services is quite good and satisfying.

As can be seen from the mean score of customers' expectation (41, 3 %), the five important factors considered by the customers have been applied quite well by the company. It means the adjustment level of the customers' expectation is quite satisfying (91, 463 %).

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