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Implementation of Agency Services in Supporting Ship Services

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ABSTRACT

Ship agency activities play an important role in ensuring the smooth operation of vessels at ports. However, operational delays can affect service efficiency and the timely departure of ships. This study aims to identify obstacles encountered during ship agency operations at the Port of Banjarmasin and analyze the efforts undertaken by PT Andhika Samudera Jaya to overcome them. The research was conducted at the company's office from August 2023 to August 2024 using a descriptive qualitative approach. Primary data were collected through direct observation and interviews with company employees, while secondary data were obtained from relevant literature. The data were analyzed descriptively to systematically identify operational challenges and evaluate the measures implemented to address them. The findings indicate that delayed ship departures were among the main obstacles to agency operations. The contributing factors included insufficient human resources, inaccuracies in checking ship departure documents, and adverse weather conditions. To address these challenges, PT Andhika Samudera Jaya improved the accuracy of document inspections, provided employee training to enhance thoroughness and competence, and increased staffing to support operational efficiency. This study highlights the importance of integrating human resource development, document verification, and operational preparedness in ship agency management. Its practical contribution lies in identifying the combined effects of administrative, human resource, and environmental factors on ship departure delays, providing a basis for improving the efficiency and reliability of agency services at the Port of Banjarmasin.

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1. INTRODUCTION

Maritime transportation plays a strategic role in supporting national and international trade by facilitating the movement of goods between regions and countries. The effectiveness of maritime transportation depends not only on vessel operations and port infrastructure but also on administrative services, information exchange, and coordination among maritime stakeholders. In this context, ship agency services are essential because they represent shipowners or shipping companies in handling port-related administrative and operational requirements. These activities include preparing vessel documents, coordinating port services, reporting vessel arrivals and departures, and communicating with relevant authorities and service providers. Therefore, ship agency services contribute to the smoothness, reliability, and efficiency of port operations.

Ship agency services involve interconnected procedures that require accurate documentation, timely communication, and compliance with applicable regulations. One of the principal activities is

clearance in and clearance out, which relates to the administrative processing of a vessel's arrival and departure. Delays in document preparation, inaccurate vessel information, incomplete requirements, and slow responses from relevant parties may disrupt these procedures. Fikriansyah, Annas, and Sari (2025) identified human resource limitations and delays in document processing as obstacles to ship agency performance. Similarly, Kusharyanto et al. (2023) reported that document transmission delays and difficulties in using Inaportnet and the Vessel Management System could hinder the implementation of agency services. These findings indicate that the quality of ship agency services is closely associated with document management, staff competence, procedural compliance, and coordination.

From an operational perspective, port performance is influenced by the interaction of infrastructure, information and communication technology, service procedures, and human resources. Sunitiyoso et al. (2022) explain that port performance should be understood as an interconnected system rather than as the result of a single operational factor. This perspective is relevant to ship agency services because the completion of administrative requirements often depends on several organizations and service providers. Effective communication and coordination are therefore necessary to prevent fragmented information, repeated administrative work, and unnecessary delays. Research by Wibowo and Wahyuilahi (2025), conducted at Makassar Port, also emphasizes the importance of communication, trust, information sharing, digital integration, and collaborative relationships among maritime stakeholders.

Regulatory compliance is another important component of ship agency operations. Agency personnel must ensure that vessel documents and administrative submissions comply with applicable maritime regulations and port procedures. In Indonesia, Minister of Transportation Regulation No. PM 59 of 2021 concerning the Organization of Ship Agency Businesses provides a relevant regulatory reference for ship agency activities. At the international level, the International Maritime Organization (IMO) has promoted the simplification and digitalization of port formalities through the Convention on Facilitation of International Maritime Traffic (FAL). The IMO's 2022 announcement explained that amendments to the FAL Convention would make the single-window approach mandatory for electronic information exchange in ports. Since 1 January 2024, the Maritime Single Window has been required for the electronic exchange of information concerning ships' arrival, stay, and departure (IMO, 2022, 2024). These developments demonstrate the increasing importance of accurate data, standardized procedures, and coordinated information systems in maritime administration.

Digitalization has become an important instrument for improving maritime operational efficiency. Gavalas, Syriopoulos, and Roumpis (2022) found that digital technology adoption can support efficiency in the maritime industry, although the effects may differ among activities and organizations. In Indonesia, Inaportnet supports electronic port-clearance processes and the exchange of operational information. Pambudy et al. (2023) reported a positive relationship between the implementation of Inaportnet and ship agency service quality at PT Maritel Bahtera Abadi Balikpapan. However, their findings also identified system errors, maintenance interruptions, and differences between target and

actual approval times. Thus, digital systems may improve service processes, but their effectiveness also depends on system reliability, user competence, data accuracy, and the coordination of parties involved.

The development of maritime digital platforms also raises issues of interoperability, information security, and institutional readiness. Nasser, Ouzayd, and Ech-cheikh (2025), in their review of blockchain technology in Maritime Single Window and Port Community Systems, discuss potential benefits for secure data exchange, efficiency, transparency, and trust, while identifying interoperability, scalability, standards, and legal frameworks as adoption challenges. Although advanced technologies may provide opportunities for maritime administration, the immediate priority for a ship agency company is to ensure that existing systems and procedures are used consistently, accurately, and effectively. Digitalization should therefore be considered alongside staff training, standardized workflows, document verification, and performance monitoring.

Service quality is also related to the ability of an organization to provide reliable, responsive, and consistent services. In ship agency operations, these dimensions can be reflected in the accuracy of vessel documentation, the timeliness of administrative processing, the responsiveness of personnel, the clarity of communication, and the ability to coordinate operational requirements. Research on ship agency services and port-clearance procedures in Indonesia indicates that incomplete documentation, limited personnel, system interruptions, and coordination problems can affect operational performance. These findings provide a basis for examining service procedures and identifying practical improvements, rather than assuming that the presence of a digital platform alone guarantees effective service delivery.

PT Adhika Samudera Jaya is the focus of this study because the analysis of ship agency services at the company can provide a context-specific understanding of how administrative procedures, personnel, communication, and coordination operate in practice. The general challenges discussed in previous studies, such as document-processing delays, coordination difficulties, and obstacles in fulfilling vessel operational requirements, serve as issues to investigate, not as established findings about PT Adhika Samudera Jaya. The company's actual conditions must be identified through field observations, interviews, and relevant operational documentation.

Although previous studies have examined Inaportnet implementation, ship-clearance procedures, stakeholder coordination, and strategies for improving ship agency performance, these topics need to be examined in relation to the specific operational context of each company. Differences in workflows, human resources, communication practices, and document-management procedures may result in different service challenges. Accordingly, this study focuses on analyzing the implementation of ship agency services at PT Adhika Samudera Jaya, identifying obstacles encountered during operational activities, and formulating recommendations to improve service quality and operational efficiency. The findings are expected to contribute practical insights into the improvement of ship agency procedures, document management, coordination, and service monitoring.

2. METHODS

This study employed a qualitative descriptive approach to examine the implementation of ship agency services at PT Adhika Samudera Jaya, with particular emphasis on service quality, coordination with relevant stakeholders, and the implementation of vessel clearance procedures. The qualitative approach was selected to obtain an in-depth understanding of ship agency practices within their actual operational context. The study focused on how agency services were delivered, how coordination was conducted among stakeholders, and what factors influenced the efficiency and quality of ship agency operations.

The main operational concepts examined in this study included ships, shipowners, ship agencies, agency service quality, and clearance in and clearance out. Ship agency services refer to activities undertaken by an appointed agent to represent a shipowner or operator in coordinating vessel-related requirements at a port. Clearance in refers to the procedures associated with a vessel's arrival and entry into port, while clearance out refers to the procedures required for the vessel's departure. These concepts were examined in relation to the applicable Indonesian shipping regulations and the operational practices observed during the research.

The company was selected as the primary research setting because its ship agency activities provided the operational context for examining service delivery, stakeholder coordination, and vessel clearance procedures. Relevant interactions with port authorities, municipal offices, and shipping companies were also considered where they directly related to the research objectives.

The research informants consisted of personnel involved in ship agency operations and relevant stakeholders who participated in vessel clearance and port coordination processes. These included representatives of PT Adhika Samudera Jaya, shipping companies or shipowners, and relevant port or government authorities, depending on their involvement in the activities examined. Informants were selected using purposive sampling based on their responsibilities, experience, and direct knowledge of ship agency services.

This sampling technique was appropriate because the study required detailed information from individuals with direct experience of the operational processes under investigation. The final number of informants should reflect the participants actually interviewed and the adequacy of the information obtained.

The research instruments consisted of a systematic observation checklist, a semi-structured interview guide, and a documentation checklist. The observation checklist was used to record service delivery, communication, coordination, document processing, and activities associated with vessel arrival and departure. The interview guide contained open-ended questions designed to explore informants' experiences, responsibilities, operational challenges, and assessments of agency service quality. The documentation checklist was used to examine relevant operational records, correspondence, vessel clearance documents, and applicable regulations, subject to authorization.

The principal analytical concepts were operationalized as follows:

1. Ship agency services: Activities performed by an appointed agent to represent a shipowner or vessel operator and coordinate vessel-related requirements at the port.
2. Agency service quality: The quality of services delivered by the agency, examined through observable indicators such as responsiveness, timeliness, communication, accuracy of documentation, coordination, and the handling of operational problems.
3. Stakeholder coordination: Communication and collaboration between the agency, shipping company, and relevant port or government authorities in completing operational requirements.
4. Clearance in: The procedures and coordination required for a vessel's arrival and entry into port, as evidenced by relevant documents and operational activities.
5. Clearance out: The procedures and coordination required for a vessel's departure from port, as evidenced by relevant documents and operational activities.

These indicators were used as analytical guides rather than as standardized quantitative scales. The interview and observation instruments were aligned with the research objectives. Where applicable, credibility was strengthened by comparing interview findings with observations and documentary evidence. Formal validity or reliability tests should be reported only if they were actually conducted. If no quantitative measurement instrument was used, statistical reliability tests would not ordinarily be applicable.

Data were collected through direct observation, interviews, and documentation. First, direct observations were conducted to examine ship agency activities in their natural operational context. The observations focused on communication between personnel, coordination with relevant stakeholders, document processing, and the implementation of vessel arrival and departure procedures.

Second, semi-structured interviews were conducted with selected informants. Open-ended questions were used to obtain detailed information about agency responsibilities, service quality, coordination practices, administrative requirements, and operational challenges. Follow-up questions were asked when clarification or additional information was required.

Third, relevant documents were reviewed to support and verify the information obtained from observations and interviews. These documents included available operational records, correspondence, clearance-related documentation, and applicable regulatory materials. Primary data consisted of observation records and interview responses, while secondary data consisted of relevant documents, regulations, and published literature.

Access to company records and operational activities was obtained with the necessary authorization. Information from the different data sources was compared to identify consistencies, discrepancies, and areas requiring further interpretation.

The data were analyzed using qualitative descriptive analysis, following the framework of data condensation, data display, and conclusion drawing and verification proposed by Miles, Huberman, and Saldaña (2014). First, interview transcripts or notes, observation records, and documentary evidence were organized and reviewed. Second, relevant information was coded and grouped into themes

corresponding to the research objectives, including agency service quality, stakeholder coordination, document processing, clearance procedures, and operational constraints.

Third, the findings from interviews, observations, and documents were compared through source triangulation to assess the consistency of the evidence. Fourth, the resulting patterns were interpreted in relation to the operational concepts, relevant regulations, and the actual conditions encountered during the research. Conclusions were then developed through an iterative process of inductive interpretation and comparison with established concepts and regulatory requirements.

The analysis aimed to explain how ship agency services were implemented, identify factors affecting service quality and operational efficiency, and formulate recommendations for improvement. No statistical inference was undertaken because the study primarily relied on qualitative evidence.

The study was conducted with due consideration for participant confidentiality, organizational permissions, and the protection of commercially sensitive information. Permission to conduct the research and access relevant company records was obtained from the authorized representative of PT Adhika Samudera Jaya and other relevant authorities, where required. Informants were informed of the research objectives and the intended use of the collected information, and their informed consent was obtained before interviews.

Participants' identities and confidential company information were protected in the research report unless explicit authorization for disclosure had been provided. Internal correspondence, vessel documents, photographs, and other non-public materials were used or reproduced only with the necessary permission. Ethics committee approval was obtained where required by the applicable institutional policy. If applicable, the name of the ethics committee and the approval number should be provided in the final manuscript.

3. RESULTS AND DISCUSSION

3.1. Brief History of the Company

This study uses a descriptive method with a qualitative approach to systematically describe the implementation of ship agency at PT Adhika Samudera Jaya, through direct observation, in-depth interviews, documentation, and literature studies. Data analysis is carried out through transcription, reduction, codification, interpretation, and triangulation to ensure validity, with the aim of providing a comprehensive overview of the practices, challenges, and contributions of ship agencies in the company's operations. PT Adhika Samudera Jaya has a vision to become a "leading shipping agency company by providing reliability, trust, and high-quality service to customers" (Dika et al. 2024) reflecting the value of reliability, trust, and superior service quality, each of which is realized through consistency, transparency, and customer satisfaction. The company's mission includes quality service, effective communication, the best agent solutions, competitive costs, and market network expansion. The organizational structure is designed to support efficiency, productivity, and development through

standardized technologies and processes, for sustainable growth and the achievement of the company's vision through collaboration, innovation, and high performance across work units.

3.2. Implementation of Ship Agency Services

PT Adhika Samudera Jaya as a ship agent is committed to providing comprehensive services that exceed expectations, ranging from arrival planning, licensing management, docking coordination, loading and unloading, logistics, to the needs of the ship's crew. In the arrival process, agents prepare documents such as Letters of Appointment, communicate with the captain, and submit arrival plans to relevant agencies such as KSOP, Quarantine, Immigration, Customs, and other parties. Agents also ensure the readiness of docking, document checks, and fulfillment of requirements such as COP, clearance in/out, and completeness of ship documents (RPT, ship particular, sea letters, survey letters, SPB, SPOG). The entire process is carried out through the Inaportnet system to ensure the smoothness, legality, and operational efficiency of the ship.

3.3. Ship Departure Agency Services

The clearance out process or ship departure procedure involves several important stages before the ship is allowed to sail. The first stage is the submission of a Sailing Approval Letter (SPB) or Port Clearance to Syahbandar, which is valid for 1×24 hours and only for one trip. The application is accompanied by a Master Sailing Declaration and proof of fulfillment of the ship's obligations according to the purpose of the voyage, such as cargo documents and approvals from Customs and Excise, Immigration, Health Quarantine, and Animal and Plant Quarantine. Syahbandar will check the completeness of the documents administratively and technically, and the SPB will not be issued until all requirements are met. Furthermore, an immigration clearance is carried out after knowing the departure schedule and the estimated completion of loading and unloading, by bringing a list of crew members who will depart for the collection of passports and stamped seafarers' books (Transportation 2010; ScaleOcean 2025). In addition, clearance out to quarantine is also carried out by taking a Certificate of Practice and fulfilling the required documents in the form of PNBP, Crewlist Departure, Medical Chest, SSCEC, PHQC, and Green Book. After the immigration and quarantine process is completed, the final stage is clearance out to Syahbandar for the issuance of SPB. SPB is a state document that is proof that the ship has met all technical, administrative, and legal requirements to sail. This entire series of processes is important to ensure that the departure of the ship runs according to the provisions and ensures the safety and legality of the voyage that will be carried out.

a. Ship Departure After Clearance out

The clearance team began to move after the clearance out application from Syahbandar was approved, by bringing all the certificates, ship documents, and passports (if foreign ships). They also prepared all loading documents, archive copies, and final draft documents from the surveyor, then asked the captain to sign the documents and give one archive to the captain. The on-board clearance team will submit the ship's documents and certificates, health books (green books), and Sailing Approval Letters (SPB) which are usually in the form of barcode-based soft files and sent by the agent via email or other

communication media to the captain, as well as take receipts for all documents submitted with a list of documents and photo documentation attached. The agent also asks the captain for the destination port ETA and coordinates the estimated departure time of the ship by determining the engine preparation time (one hour notice / ohn), then contacting the ship guide for departure services according to the schedule. Once all the processes are completed and the documents are submitted, the boarding agent and clearance team prepare to leave the ship and return to shore just before the time the ship sails.

b. Obstacles in the Process of Ship Agency Services at PT Adhika Samudera Jaya

The efficiency and effectiveness of activities at the port are still constrained by various problems, including the lack of precision of human resources (HR), limited number of workers, and uncertain bad weather conditions. This also affects the mechanism of ship agency services carried out by PT Adhika Samudera Jaya, especially in the Banjarmasin branch. These obstacles have a direct impact on the smooth operation, especially in the ship clearance process which relies heavily on the readiness of documents, fast coordination, and timeliness of service.

One of the main obstacles is the limited number of human resources, where PT Adhika Samudera Jaya only has two workers serving the ship. This number is not comparable if there are several ships that must be manned at the same time, which has the potential to cause delays in the clearance process. In addition, bad weather is an external factor that greatly affects the departure of the ship. Continuing activities in extreme weather conditions can increase the risk of accidents and equipment damage, so worker safety and smooth operations must be a top priority.

In addition to the number of human resources and weather, the factor of worker accuracy is also a significant obstacle. Lack of accuracy in the process of checking documents, such as when taking certificates on board, can cause incomplete documents and have an impact on delays in and out clearance processes. This certainly disrupts the ship's departure schedule and reduces the company's operational efficiency. Therefore, improving the quality of human resources through training, the implementation of clearer procedures, and strict work supervision is necessary. Based on the results of the study, the delay in the ship departure process at the Port of Banjarmasin which is brokered by PT Adhika Samudera Jaya Banjarmasin branch is influenced by these factors, which are the main challenges in carrying out agency duties optimally.

3.4. Efforts Made to Overcome Obstacles to Agency Services at PT Adhika Samudera Jaya

Problem solving is a systematic action taken to solve problems by defining problems, finding solutions and alternative solutions, and implementing these solutions until the problem is completely resolved properly and efficiently. In the context of company operations, such as PT. Adhika Samudera Jaya, the ability to solve problems is very important to maintain a smooth work process and improve service quality.

One solution that can be done is to increase the number of employees to overcome the high workload, especially in document management when handling many ships at once. This increase in labor can prevent overload that leads to delays or errors in document management. In addition, workers

also need to pay attention to work safety, such as stopping loading and unloading activities during bad weather to avoid unwanted incidents. Accuracy is also an important aspect, for example when checking the completeness of ship documents that are sometimes found to have expired. In situations like this, agents must immediately coordinate with the relevant authorities so that the shipping process is not disrupted.

To support all these efforts, the company needs to hold regular training for employees. This training aims to increase accuracy, competence, and understanding of the importance of accuracy in checking documents. With structured training, employees will be equipped with standard procedures and simulations of real situations in the field so that they are better prepared to face work challenges. Through this strategy, PT. Adhika Samudera Jaya is not only able to solve problems effectively, but can also improve operational efficiency and overall service quality.

4. CONCLUSION AND RECOMMENDATIONS

PT Adhika Samudera Jaya has implemented ship agency services in accordance with established procedures; however, its operational performance continues to face several challenges, including limited human resources, adverse weather conditions, and insufficient accuracy in document handling. These findings indicate that effective ship agency services depend not only on procedural compliance but also on employee competence, workforce availability, and the ability to manage operational risks. The company's efforts to address these challenges include strengthening its workforce, improving document verification, suspending loading and unloading activities during unsafe weather conditions, and providing employee training to enhance service quality.

To improve operational efficiency and service reliability, the company should strengthen its standard operating procedures, implement regular competency-based training, improve recruitment and workforce planning, and establish systematic document verification and weather-related risk management procedures. Periodic performance evaluations are also recommended to identify service deficiencies and support continuous improvement. This study is limited to the operational conditions and challenges examined at PT Adhika Samudera Jaya; therefore, its findings may not be generalizable to other ship agency companies with different operational contexts. Future research should involve multiple ship agency companies and examine how human resource management, employee competence, weather-related risk mitigation, and service standardization influence operational efficiency and service quality.

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