

Analysis of the Performance of Ship Agencies in Supporting Operational Efficiency at Pt Bahari Eka Nusantara

Budi Purnomo¹, Yollanda Octavitri², Muhammad Iqbal Maulana Purnama³

^{1,2,3} Diploma III Program, Marine Transportation Management, Banten Shipping Polytechnic, Tangerang, Indonesia

ABSTRACT

Ship agency plays a strategic role in supporting the smoothness and efficiency of vessel operations at ports. This study analyzes the performance of ship agency services at PT Bahari Eka Nusantara using a descriptive qualitative method through observation, interviews, and documentation, with indicators including timeliness of service, accuracy of document handling, and effectiveness of coordination. The results show that overall performance has been good and has contributed to operational efficiency; however, there are still obstacles such as administrative delays and less optimal coordination among related parties. Therefore, improving human resource competencies and strengthening the coordination system are necessary to enhance service quality sustainably.

Keywords: Ship Agency, Performance, Operational Efficiency, Human Resource Improvement

ABSTRAK

Keagenan kapal memiliki peran strategis dalam menunjang kelancaran dan efisiensi operasional kapal di pelabuhan. Penelitian ini menganalisis kinerja keagenan kapal pada PT Bahari Eka Nusantara menggunakan metode deskriptif kualitatif melalui observasi, wawancara, dan dokumentasi dengan indikator ketepatan waktu pelayanan, ketepatan pengurusan dokumen, serta efektivitas koordinasi. Hasil penelitian menunjukkan bahwa kinerja secara umum telah berjalan baik dan berkontribusi terhadap efisiensi operasional, namun masih terdapat kendala seperti keterlambatan administrasi dan kurang optimalnya koordinasi antar pihak. Oleh karena itu, diperlukan peningkatan kompetensi SDM dan penguatan sistem koordinasi guna meningkatkan kualitas pelayanan secara berkelanjutan.

Kata Kunci: Ship Agency, Performance, Operational Efficiency, Human Resource Development

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*** Corresponding Author:**

Muhammad Iqbal Maulana Purnama

Diploma III Program in Maritime Transportation Management, Banten Shipping Polytechnic

JL. Raya No.1, Karang Serang, Kec. Sukadiri, Tangerang, Banten 15330, Indonesia

Email: iqbalmaul120@gmail.com

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1. INTRODUCTION

The shipping and marine logistics industry plays an important role in supporting Indonesia's economy as an archipelagic country. In this chain, ship agents have a vital function as representatives of ship owners to handle operational activities at the port, such as clearance in/out, document management, coordination with port agencies, loading and unloading, and ship logistics needs. The fast, precise, and professional performance of ship agents greatly determines the efficiency of docking time (port stay) and smooth operation.

Ship agencies often face obstacles such as delays in documents, lack of coordination, unintegrated systems, and limited human resource competencies, which have an impact on increasing dwelling time and operational costs. Therefore, improving the quality of human resources, utilizing technology, and strengthening coordination is a strategic step to improve service efficiency.

PT Bahari Eka Nusantara (BEN) as a ship agency company at Bontang Port has a responsibility in ensuring the smooth operation of commercial ships. The company's efficiency is highly dependent on the competence of professional human resources, having communication skills (including English), good time management, and being able to coordinate effectively with port stakeholders to achieve optimal operational performance. However, in practice, there are often various obstacles that affect the performance of ship agencies, such as administrative delays,

The competence and job satisfaction of human resources have a significant effect on the performance of ship agencies. In the East Kalimantan branch, improving human resource competencies can improve the quality of service and operational efficiency of the company. In addition, service strategies in handling ship arrivals and departures also play an important role. Fast and appropriate service can improve the quality of service, but there are still challenges such as the expiration of ship documents and system constraints that can affect the smooth running of the process. Through an analysis of the performance of ship agencies, it is hoped that solutions and strategies to improve agency services can be found that support overall operational efficiency, so as to accelerate the rowing of goods, reduce logistics costs, and increase the competitiveness of national ports.

2. METHOD

2.1. Research Approach

The researcher uses a descriptive qualitative approach that aims to solve an actual problem that occurs in the field by using the method of collecting as much data as possible from the subject studied to then be compiled and analyzed.

2.2. Location and Research Subject

The research was conducted at PT Bahari Eka Nusantara, located in Bontang, East Kalimantan. PT Bahari Eka Nusantara (BEN) is a private shipping company engaged in ship agency, providing services for commercial ships in the port of Bontang. Research subjects include:

- a) The head of operations is responsible for ensuring that no administrative errors can hinder the docking or departure process of the ship.
- b) Managers and crew department staff responsible for crew rotation planning.
- c) The crew is directly involved in the crew change process.
- d) External parties, such as visa and work permit agents, as well as immigration authorities involved in the smooth administration of crew changes.

2.3. Data Collection Techniques

Data collection is carried out with the aim of obtaining accurate, factual, and relevant information. In this study, the author used several methods, namely:

- a) Interview: In the interview session, a question and answer session was conducted with the resource person who is the operational staff.
- b) Observation: In the implementation of land practice (Prada), observations are made on the operational aspects of ship agencies, including the management of port documents, coordination between parties, management of ship schedules, service quality, and handling of operational obstacles.
- c) Case Study: In compiling this scientific paper, previous research references and relevant scientific sources are needed as the basis for

theory and comparative material related to the performance of ship agencies in supporting operational efficiency.

- d) Literature Study: In compiling this scientific paper, references to previous research and relevant scientific sources are needed as material for consideration and comparison of theories related to the performance of ship agencies in supporting operational efficiency.

2.4. Data Analysis Techniques

The analysis of research data was carried out by a qualitative descriptive method which included processing, organizing, sorting, synthesizing, and searching for data patterns to obtain learning values.

Based on this method, the following data analysis techniques are applied:

- e) Data collection: Data collection tools are a means used by researchers to obtain research information. This instrument is in the form of methods and tools such as questionnaires, interview guidelines, observation guidelines, and other supporting devices.
- f) Summarizing Data: Data reduction can be defined as the attempt to summarize and select the most important topics and focus on data that is relevant to the issue being investigated.
- g) Data Processing: After the data is analyzed, the data is presented in a complete and systematic manner to make it easy to understand. Presentations can be done in the form of brief descriptions, charts, or flowcharts.
- h) Conclusion: Drawing conclusions as the final stage of the research. Conclusions are temporary and subject to change according to the development of findings and data verification results.

2.5. Validity and Reliability

To ensure the validity and reliability of the data, the study used several techniques:

- a) Source Triangulation: Data was collected from interviews, observations, and documentation and included multiple informants from various positions and backgrounds within the company.

- b) Data Verification: The researcher verifies interview transcripts and observational notes to ensure that the information collected is accurate and free from bias in interpretation.
- c) Member Check: Initial findings are sent to multiple informants for verification of data accuracy and alignment according to experience.

2.6. Theoretical Approach

This analysis strengthens the concept of maritime operational management, particularly in ship agencies such as docking time management, port service coordination, and document efficiency. The results can be the basis for the preparation of a performance evaluation model that is applicable to shipping companies. In addition, this study confirms that agency efficiency has a direct impact on the operational efficiency of companies and clarifies the strategic role of ship agents in the maritime logistics chain.

2.7. Urgency of Study

The need to ensure that ship services run effectively, efficiently, and in accordance with regulatory provisions requires a comprehensive and measurable performance evaluation. Through systematic analysis and based on performance indicators, companies such as PT Bahari Eka Nusantara can make continuous improvements to work procedures, improve the quality of services to principals, and strengthen their competitive position in the maritime services industry. Thus, the analysis of the performance of ship agencies has a strategic role in supporting operational efficiency while ensuring the sustainability of the company's business in the long term.

3. RESULTS AND DISCUSSION

The data analysis of this study aims to identify the quality and factors that affect the performance of human resources in supporting the smooth running of agency services at PT Bahari Eka Nusantara. Data from interviews, observations, and documentation are analyzed to determine technical constraints, service waiting times, human resource capacity, and the company's efforts to optimize performance in accordance with operational needs and work standards to achieve service efficiency.

Based on the results of the author's observations and interviews with the speakers, the following are what affect the quality of human resource performance on the operational performance of ship agencies, including:

3.1 The Influence of Ship Agency Human Resources on the Quality of Service to Ships at PT Bahari Eka Nusantara

Human resources (HR) play an important role in improving the quality of ship agency services. Operational effectiveness is greatly influenced by the suitability of the number and competence of the workforce with the needs of the job, because differences in technical and adaptation capabilities can affect the smooth running of services and productivity.

In addition, a lack of coordination and communication between teams can also reduce work effectiveness. Therefore, improving the quality of ship agency services must be carried out through the development of appropriate human resource competencies, strengthening the coordination and communication system, and periodic performance evaluations so that operations run optimally and trust in the work system is maintained.

3.2 Factors that affect human resource performance at PT Bahari Eka Nusantara

1. The low performance of employees in the operational division requires companies to add professionals according to standards, especially those with a background in shipping education, however, the addition of employees needs to consider salary costs and benefits.
2. The provision of bonuses and rewards for outstanding employees and those who have worked for a long time aims to increase motivation, through benefits such as health benefits, holiday allowances, transportation allowances, and employee meal allowances, awards, and job promotions.
3. Lack of skills possessed by employees of the operational division in carrying out ship agency activities.

3.3 Efforts or ways made by companies and agents in overcoming HR performance problems

1. Improving the quality of human resources

Companies need to improve the quality of human resources by utilizing the existing workforce through ship agency training, seminars for non-shipping employees, and English courses, especially for operational staff or agent boarding to support communication with foreign ship crews.

2. Increase the number of Operational Human Resources

Companies are advised to add human resources to the operational department because the lack of personnel is the main cause of the problem, so management needs to recruit additional operational employees.

3. Improve discipline at work

Improving employee discipline can be done through coaching programs and adding insights to foster a sense of responsibility and attachment to the company, accompanied by the provision of strict sanctions and consistent supervision so that employees are more serious in their work, obey the direction of their superiors, and support the achievement of company targets.

4. CONCLUSION

Based on the results of the study, the low performance of human resources in the operational division at PT Bahari Eka Nusantara Bontang Branch is caused by a lack of employee numbers and competencies, which has an impact on delays in ship services, document management, in/out clearance, and miscommunication with terminals and ship crews. Therefore, companies need to optimize and improve human resource capabilities through technical training and soft skills such as negotiation, problem solving, and conflict management to improve service quality and service user trust.

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