

Handling Standard Operating Procedure Export Document Ocean Freight

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ABSTRACT

PT Schenker Petrolog Utama is one of the most prominent companies in Indonesia that handle services in domestic cargo delivery. In analyzing the problems in handling Standard Operating Procedure (SOP) especially for export documents, the author uses a tree analysis consisting of problem tree, target tree, and alternative tree. The first analysis is done in the process of handling export documents. After that, analysis on the root of problem in handling export documents by using questionnaires—it successfully identifies four problems: lack of human resources, poor communication among the employees in handling export documents, computer network system which is in problem, and slow response from the customer to confirm the export documents. Subsequently, analysis on the solutions or alternative actions for such problems in handling export documents.

Key words: Standard Operating Procedure, Export Documents, Tree Analysis.

Introduction

In order to minimize the cost and improve the effectiveness and efficiency of export-import, many companies (exporters) consider that using freight forwarding service is a right solution. That many companies have such an opinion is an opportunity, making many freight forwarders emerges. Meanwhile, exporters have more choices in deciding which company will be appointed to handle their export-import activities. In the other hand, competition exists among the freight forwarders. Therefore, service quality improvement should be made over time.

Here, PT Schenker Petrolog Utama is a company providing freight forwarding service through land, air, and sea transport, with Schenker ocean freight as one department handling export-import through sea transport. As it is known in handling export, various supporting documents such as PEB (Notification of Export Goods), NPE (Note of Export Service), COO (Certificate of Origin), Invoice, Packing List, PNB (Non-Tax State Revenue), and others as required for international goods shipping need to be prepared. However, in the process of making those documents there are obstacles such as poor inter-division communication, slow response from customer in confirming the documents, etc.

Late and incomplete export documents make problem for the cargo in the Customs of both departure country and destination country. Such a situation, of course, can disrupt the export-import activities; for example, the goods can not enter or go out the port area because the required documents are not complete. As the goods are detained in the port, consequently, the rent expense (cost) for warehouse increases, and the delay of sending goods to the consignee will make further problems.

One factor that causes delay is the

increasing number of customers whereas the number of employees handling the documents is constant. The aim of this research is to know and analyze the process of handling standard operating procedure especially concerning export documents and to analyze the root of main problems and the solution in handling export documents through sea transport—using the research method of Guttman scale.

By using this type of measurement scale, assertive answers will be obtained: “yes-no”, “ever-never”, “positive-negative”, etc. then the obtained data will be interval data or dichotomy ratio (two alternatives). In another word, if in Likert scale there are 3, 4, 5, 6, 7 intervals, from the statement “absolutely agree” to “absolutely disagree”, then in Guttman scale there are only two intervals, namely “agree” or “disagree” (Sugiyono, 2013).

Results and Discussion

Tree Analysis

1. Problem Tree Analysis

The analysis tool used to identify the abovementioned problem is tree analysis that consists of problem tree, targets, and alternatives. Many terms used for problem tree analysis. Miller (2004) in Scarvada (2004) uses the term issues tree, an approach that helps elaborate a problem into the components of main cause in order to make a work plan (project). Meanwhile, Silverman and Silverman (1994) uses the term tree diagram, that is a systematic diagram or tree diagram designed to put the cause-effect relation in order (Hendri Asmoko, 2014). There are several important points concerning the definition of problem tree analysis; a) it is a tool or technique or approach to identify and analyze problems; b) it describes the chain of cause-effect relation from several interrelated factors (Figure 1).

The steps in making a problem tree

are as follows: a) First step, identifying and formulating the organization's main problem according to the results of analysis on the available information; for example, through discussion, opinion sharing, etc.; b) Second step, analyzing the effect or impact of the main problem formulated in the first step; c) Third step, analyzing the cause of main problem; d) Fourth step, further analyzing the cause of the first-level cause; e) Fifth step, further analyzing the cause of the second-level cause, and so on; f) Sixth step, making a comprehensive problem tree. Based on the first to fifth steps, the problem tree can be described in Figure 2.

2) Target Tree

Targets tree is to identify targets to be achieved from the analysis on problem tree. Therefore, a target tree contains positive sense, whereas problem tree contains the opposite.

3) Alternatives Tree

Alternatives tree is a technique of identifying alternative solutions or actions that can be taken to achieve certain targets and model that information in a simple format, with the following process: a) Examining the targets tree to determine the targets that may not be realistic because of limited sources; b) Examining each branch of the targets tree to determine whether there are alternatives that better guarantee the one-level higher target (Sulistyo, 2008)

It is not only that. Alternative tree is also a series of statements of selected branch on that target tree after being studied based on the limited sources. The following are example of community participation in weighing their infants (D/S) to the Health Agency. According to Yuri and Nurcahyo (2013), the tree diagram serves to find and map all strategies and activities made to achieve certain target or subtarget systematically with the following

steps: a) to put the main topic or objective in the most leftside; b) to put the strategy that can be made to achieve the objective in the rightside of the main objective; c) to change the mindset of primary strategy to become primary objective, and do step b again; d) to reconfirm after you finish with each subtree.

Based on several explanations about the definition of tree analysis as mentioned, point one to three will be used by because of their sufficient information that is clearer, easy and usable in this research, which is applied as in Figure 2.

Results and Discussion

Process of Handling Export Documents

a. Problem of SOP (*Standard Operating Procedure*) path in PT Schenker Petrolog Utama

1) SOP of handling export documents

Here is the SOP Diagram in PT Schenker Petrolog Utama (Figure 4).

2) Actions that to be taken for SOP Problem

As one of the freight forwarder's activities, handling export documents can be depicted clearly from the thinking scheme in Table 1 with its problem solving: 1) Poor communication among the employees. The solution is that the computer application or system should be functional; if the customer sends supporting documents to Customer Service via e-mail, otomatically the email will directly be forwarded to the staff in charge of PEB. In addition, creatinggood communication among the employees can also be done through a communication training and a habit of greeting each other; 2) The indolence of customer in confirming the export documents. To overcome this, the company needs to put a representative or implant at the customer's office, and/or the

staff calls the customer to ask the documents that need to be confirmed; 3) Slow response from the computer, moreover the network system and the computers used by the operational department and PEB staff have been obsolete and in trouble, so that it can disrupt and cause more stresses in working. The solution is that the computers in the operational and PEB departments need to be replaced with the new ones having good specification. Meanwhile, the solution for the problem of network system is to choose the right network provider, replace the old computers, and hold a training in IT for the employees; 4) insufficient human

resources handling the export documents. According the explanation from PEB staff, export staff, and operational staff, the number of employees who handle the export documents are not enough, thus it requires an addition.

b. The Main Root of Problem in Handling Export Documents

Related to the discussion about the main root of problem in handling export documents, here is the result of a questionnaire (Table 1).

Table 1 Research Questionnaire

No.	Item Pernyataan	Jawaban		Presentase Jawaban (%)		Ket.
		Setuju (S)	Tidak Setuju (TS)	Setuju (S)	Tidak Setuju (TS)	
1	Ketersediaan Sumber daya manusia dalam menangani dokumen ekspor sudah cukup	2	13	13,33 %	86,67 %	B
2	Sering terjadinya miskomunikasi dalam penanganan dokumen ekspor	12	3	80%	20%	B
3	Peralatan komputer yang baru dan baik untuk penanganan dokumen ekspor	10	5	66,67 %	33,33 %	TB
4	Sistem jaringan komputer sering bermasalah dalam mengerjakan dokumen ekspor	11	4	73.33%	26.67	B
5	Adanya ketersediaan tempat penyimpanan dokumen	13	2	86,67%	13,33 %	TB
6	Lambannya respon dari customer dalam mengkonfirmasi dokumen ekspor	13	2	86,67%	13,33%	B
7	Karyawan ahli dalam menangani dokumen ekspor	14	1	93,33%	6,67%	TB
8	Adanya motivasi yang diberikan kepada karyawan untuk meningkatkan kinerja dengan cara memberikan penghargaan bagi karyawan yang berprestasi	13	2	86,67%	13,33%	TB

Source: Data processed by the author

Explanation:

In this research the author uses mean 50% as the guidance. So, for the statement number 1, 3, 5, 7 and 8 if the answer “agree” is more than 50% of the answer “disagree”, then those variables are no problem. However, if less than 50%, then the variables are in problem. For statement number 2, 4, and 6, if the answer “agree” is more than 50% of the answer “disagree” then those variables are in problem. However, if less than 50% then those variables are considered no problem. a) Statement number 1 shows that the availability of human resources in handling export documents is in problem because 13 people (86.67%) choose “disagree” and the rest 2 people (13.33%) choose “agree”.

From the above explanation, it can be concluded that the availability of human resources in handling export documents is not supportive enough (agree < disagree); b) Statement number 2 shows that communication in handling export documents is in problem, because 12 people (80%) choose “agree”, and the rest of 3 people (20%) choose “disagree”.

Here, the conclusion is the poor communication among employees in handling export documents (agree > disagree); c) Statement number 3 shows that the computers used in handling export documents are no problem, because 10 people (66.67%) choose “agree”, and the rest of 5 people (33.33%) choose “disagree”. This is in accordance with the statement that 64 computer sets used for handling export documents are mostly new and in good

condition (agree > disagree). d) Statement number 4 shows that the computer network system is in problem in handling export documents because 11 people (73.33%) answer “agree” and the rest of 4 people (26.67%) choose “disagree”. It can be concluded that the computer network in handling export documents is not good enough (agree > disagree). e) Statement number 5 shows that the availability of document storage is no problem, because 13 people (86.67%) answer “agree”, and the rest of 2 people (13.33%) choose “disagree”, so that it can be concluded that the storage of export documents has been sufficient (agree > disagree).

Next, f) Statement number 6 shows the slow response from the customer in coordinating the export documents, because 13 people (86.67%) answer “agree”, and 2 people (13.33%) answer “disagree”, so that conclusion can be made that the customer is in problem in responding or confirming the export documents (agree > disagree). g) Statement number 7 shows that the skill of employees in handling export documents is no problem, because 14 people (93.33%) choose “agree”, and the rest of 1 people (6.67 %) answers “disagree”. h) Statement number 8 shows that the motivation given to the employees is no problem, because 13 people (86.67%) answer “agree”, while the rest of 2 people (13.33%) answer “disagree”. Thus, it can be concluded that most of the employees have been given motivation to enhance their spirit in working.

The following is a diagram of problem factors in handling export documents (Figure 5).



Figure 5. Diagram of Problem Factors in Handling Export Documents

Pernyataan 1 : kurangnya sumber daya manusia dalam penanganan

dokumen ekspor.

(Presentase permasalahan pada pernyataan 1

$$= \frac{TS1}{TS1+S2+S4+S6} \times 100\% = \frac{13}{13+12++11+13} \times 100\%$$

$$= \frac{13}{49} \times 100\% = 26,53\%)$$

Pernyataan 2 : komunikasi yang kurang baik antar karyawan.

(Presentase permasalahan pada pernyataan 2

$$= \frac{S2}{TS1+S2+S4+S6} \times 100\% = \frac{12}{13+12+11+13} \times 100\%$$

$$= \frac{12}{49} \times 100\% = 24,49\%)$$

Pernyataan 4 : sistem jaringan komputer yang bermasalah dalam

mengerjakan dokumen ekspor.

(Presentase permasalahan pada pernyataan 4

$$= \frac{S4}{TS1+S2+S4+S6} \times 100\% = \frac{11}{13+12+11+13} \times 100\%$$

$$= \frac{11}{49} \times 100\% = 22,45\%)$$

Pernyataan 6 : lambannya respon dari customer dalam mengkonfir-

masi dokumen ekspor.

(Presentasi permasalahan pada pernyataan 6

$$= \frac{S6}{TS1+S2+S4+S6} \times 100\% = \frac{13}{13+12+11+13} \times 100\%$$

$$= \frac{13}{49} \times 100\% = 26,53\%)$$

c. Analysis on the Solution or Alternative Actions for Problem Roots in Handling Export document

In this case, there are three analysis processes; namely problem tree, target tree, and alternative tree. Furthermore, from the result of questionnaire it has been identified as shown in the following scheme.

1) Analysis for 4 problems with 3 analysis trees

From the result of questionnaire it has been identified that statements number 1, 2, 4, and 6 are problems in handling export documents in Export Division PT Schenker Petrolog Utama during 2012. Here are the explanations or discussions about the problem in statements number 1, 2, 4, and 6 presented in three analysis processes, namely:

a) Human Resource Problem

Problem tree

Lack of human resources in handling export documents may cause a high pressure in working. This may result in mistakes in filling the export documents; for example, mistyping the B/L or CO in the number of goods that will be sent. Here is the results of observation depicted in the problem tree (Figure 6).

Explanation:

(1) The main problem is the lack of personnel in handling export documents; (2) The effect of it in handling export documents is the slow process of handling export documents and a high work pressure on the employees; (3) The effect of slow process of handling export documents is the obstruction on the export activities and poor service to customers. (4) The effect of high work pressure on the employees is, in addition to unequanimity, that it may cause

mistyping data in the export documents.

Subsequently, (5) The cause of lack of personnel in handling export documents is the company's instable financial condition and no assertiveness from the manager to add the number of employees. (6) The cause of instable financial condition is outstanding receivables and the high and tight business competition among freight forwarders. (7) The cause of no assertiveness from the manager to add the number of employees is the effort of efficiency.

Target Tree

Here is presented "Target Tree", the description of the objectives to be achieved after knowing the main problem, and it contains positive senses and the cause-effect that may appear. The description about "Target Tree" is depicted in the following figure (Figure 7).

Explanation:

(1) The effect of sufficient human resource in handling export documents is the smooth handling process and lower work pressure on the employees. (2) The effect of smooth export document handling process is better service to customer in export activities. (3) The effect low work pressure on the employees is that they enjoy working and minimize the mistakes in typing the export documents.

Then, (4) the cause of sufficient human resources in the document handling is the company's stable condition of finance and that the manager can make an assertive decision to add the number of employees. (5) The cause of the company's stable condition of finance is the receivables paid on time by the customers and moderate business competition among freight forwarders. (6) The cause of the manager's assertive decision to add the number of employees is his effort to work effectively

and efficiently.

Alternative Tree

After making a target tree, the following is an alternative tree selected from the branches of target tree which is considered the best and identify the actions that can be taken to achieve certain objectives or targets (Figure 8).

Explanation:

(1) The availability of sufficient human resources in handling export documents causes low work pressure. (2) The effect of low work pressure is that the employees feel at home in working. (3) One cause of human resources availability in handling export documents is the company's stable financial condition. (4) The company's financial condition may be stable because the business competition is not so high. (5) The moderate business competition is due to the company leads in its business. (6) By delivering the best service, the customer will feel satisfied and will continuously use the services provided by Schenker, even recommends it to other companies.

Next, the second action that can be taken is to build a good communication with customers—building a good communication can improve the cooperation among companies. Then, the company can take an action to create brand image so that the customers will always perceive the company (Schenker) as good.

b) Poor Communication among Employees in Handling Export Documents

Problem Tree

For statement number 2 which has a problem in it, here is the explanation in

the problem tree about poor communication among employees in handling export documents (Figure 9).

Explanation:

(1) The main problem is poor communication in handling export documents. (2) The effect of poor communication is the late making export documents and the employees blame each other. (3) The effect of late making export document is that the cargo will be in problem when it enters the Customs territory. (4) The effect of blaming each other among the employees is to make poor communication among employees.

Then, (5) The cause of poor communication in handling export documents is that good communication among employees is not built and the Customer Service neglects to forward the supporting documents from customer to the Export Division. (6) The cause of not building good communication is that the employees are not familiar with each other, resulting in individualistic attitude among them. (7) The CS neglects to forward the supporting documents from customer to Export Division because there is not enough training and no reminding system.

Target Tree

Target tree with positive sense will be different from the analysis tree that has negative sense. Here is the explanation in the target tree about the poor communication among the employees in handling export documents (Figure 10).

Explanation:

(1) In order not to make any dispute in handling export documents, good communication among the employees is built and the Customer Service (CS) does not neglect to forward the supporting

documents from customer. (2) To build good communication among the employees, closeness needs to be created by eliminating the apathy among them. (3) In order that the CS does not neglect to forward the supporting documents from customer to the Export Division, it is necessary to train the CS and to have a reminding system.

Subsequently, (4) after the good communication in handling export documents has been established, it will impact the smoothness of document making and there will be no dispute among the employees, so that the cargo will not face any problem when entering Customs territory, and finally good relationship among the employees can be built.

Alternative Tree

After making a target tree, here is the alternative tree (Figure 11) selected from the branches of target tree which is considered as the best.

Explanation:

(1) The effect of good communication among the employees is the smoothness in making export documents. (2) The smoothness in making documents makes the cargo face no problem when entering Customs territory. (2) Good communication among the employees makes handling export documents better and better. (3) Familiar situation among the employees can build a good communication among them.

Subsequently, (4) making the employees accustomed to greeting each other, holding a training in communication, mutual help, and recreation altogether can create the intimacy among the employees.

c) Computer Network System in Problem Problem Tree

For statement number 4 which has problem in computer network system, here is the explanation in tree analysis (Figure 12).

Explanation:

(1) The main problem is that the computer network system has problems in handling export document. (2) The effect of problematic computer network system is the obstruction on making export documents and the piling-up works that should be finished by the employees. (3) The problematic system is caused by the network system which is down and because the employees in IT are not expert enough in overcoming the problem. (4) The cause making the employees in IT not expert enough in overcoming the problem of computer network is lack of training given.

Target Tree

After knowing the computer network system in problem which contains negative sense and must be changed to be the positive one in the form of target tree, here is the tree of target to be achieved (Figure 13).

Explanation:

(1) The main objective or target to be achieved is the good computer network system in handling export documents. (2) Based on the main target, creating documents will be smooth and the works will not pile up. (3) In order to achieve that target, the employees in IT should be capable of overcoming the problem and the network system infrequently *down*. (4) To make the employees capable, it is necessary to hold some trainings.

Alternative tree

After making target tree, the following is the figure of alternative tree selected from the branches of target tree

that is considered as the best (Figure 14).

Explanation:

(1) With a good computer network system, creating export documents will be smooth. (2) The good computer network system in handling export documents is because the network system infrequently down. (3) To get network system that infrequently down, efforts to select the right provider of computer network are needed, and subsequently it is followed by a discussion of the network problem and/or trainings for the employees to overcome it if the network system is in problem, and so on.

d) Slow Response from Customer in Confirming the Export Documents

Problem Tree

For statement number 6 which has problem of slow response from the customer in confirming the export documents, here is the explanation of the problem tree (Figure 15).

Explanation:

(1) The root of main problem is the slow response from the customer in confirming the export documents. (2) The slow response from the customer results in a slow process of making export documents. (3) The cause of slow response in confirming the export documents is the lack of Schenker's representative in the customer's office and the uncertain readiness of goods to be delivered.

(4) The lack of Schenker's representative is because the customer infrequently uses its service, and/or the customer refuses the representative in its office. (5) The customer refuses the the implant/representative because it has to pay an additional fee which is fairly expensive. (6) The customer has not been able to ensure whether the goods to be sent is ready or not,

regarding the date of departure due to the production plan that does not run.

Target Tree

The negative sense of problem tree is changed into the form of target tree as depicted in Figure 16 below.

Alternative Tree

After making a target tree, here is the figure of alternative tree selected from the branches of target tree that is considered as the best (Figure 17).

Explanation:

(1) The speed of response from the customer to confirm the export documents also makes the process of document handling smooth. (2) Efforts can be made to immediately get the response from the customer, i.e. by placing a representative of Schenker in the customer's office, having good communication with the customer, calling the customer to confirm the documents.

Subsequently, (3) The existence of an implant or representative in the customer's office make the customer to quickly give response to confirm his or her export documents, because the company's representative can directly meet and ask the documents that need to be confirmed. (4) If a good communication has been made, Schenker can affect the customer to confirm immediately. (5) Making a call to prevent the customer from forgetting to reply the e-mail or to give information about the unreadiness of goods to be sent, and so on.

Conclusion

It can generally be said that there are five problems in the standard operating

procedure of handling export documents in PT Schenker Petrolog Utama, namely poor communication among the employees, slow confirmation from customer about the export documents, slow response from the computer, computer network system that is in problem, and finally the lack of human resources in handling export documents.

To overcome those problems, the company should quickly take actions by making computer applications that can forward e-mail automatically from customer to the Export Division, and then placing a representative in the customer's office or calling the customer to ask the documents needed to be confirmed, replacing the old computer with the new one having better specifications, reselecting the right network provider, and the last adding the number of employees in the operational department, PEB Staff, and Export Staff.

In line with that, the root of main problem faced by PT Schenker Petrolog Utama in handling export documents is actually the lack of employees who handle the export documents, lack of good communication among the employees, network system which is frequently in problem, and the slow response from the costumer in confirming his or her export documents. Furthermore, the cause and alternative action or solution for those four problems mentioned above—studied using analysis tree—is the lack of human resources due to the company's instable financial condition. In fact, to achieve that target and finally make PT Schenker Petrolog Utama the leader in the freight forwarding business, the company must deliver the best services, build a good communication, and create a good brand image in the eyes of every customer.

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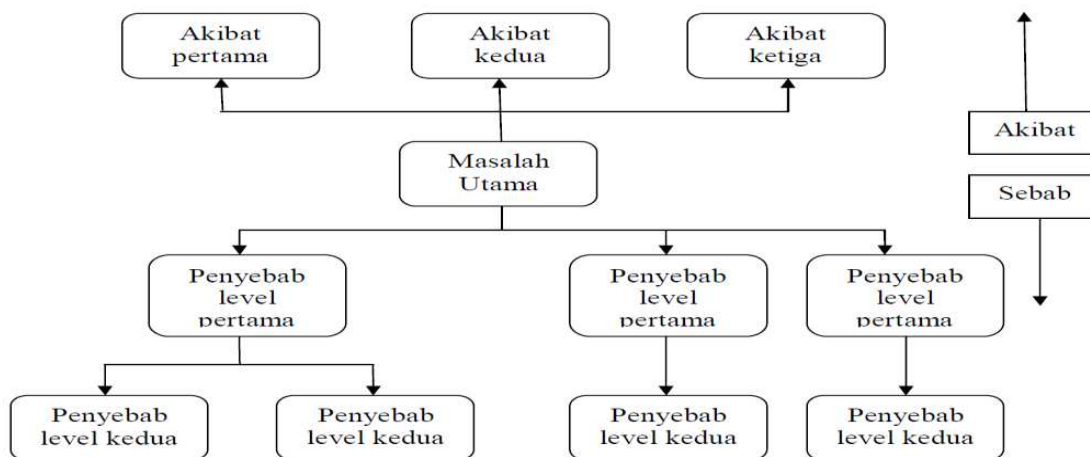
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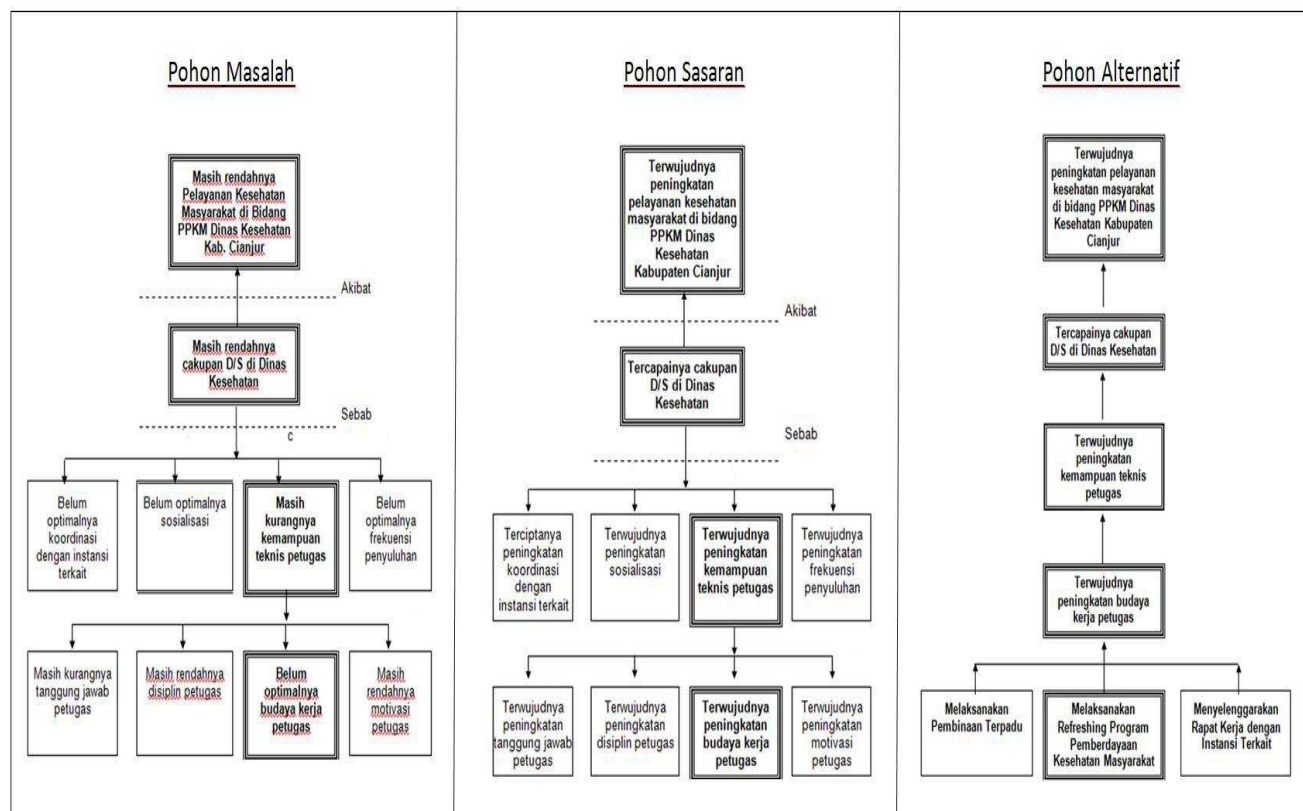
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Appendices



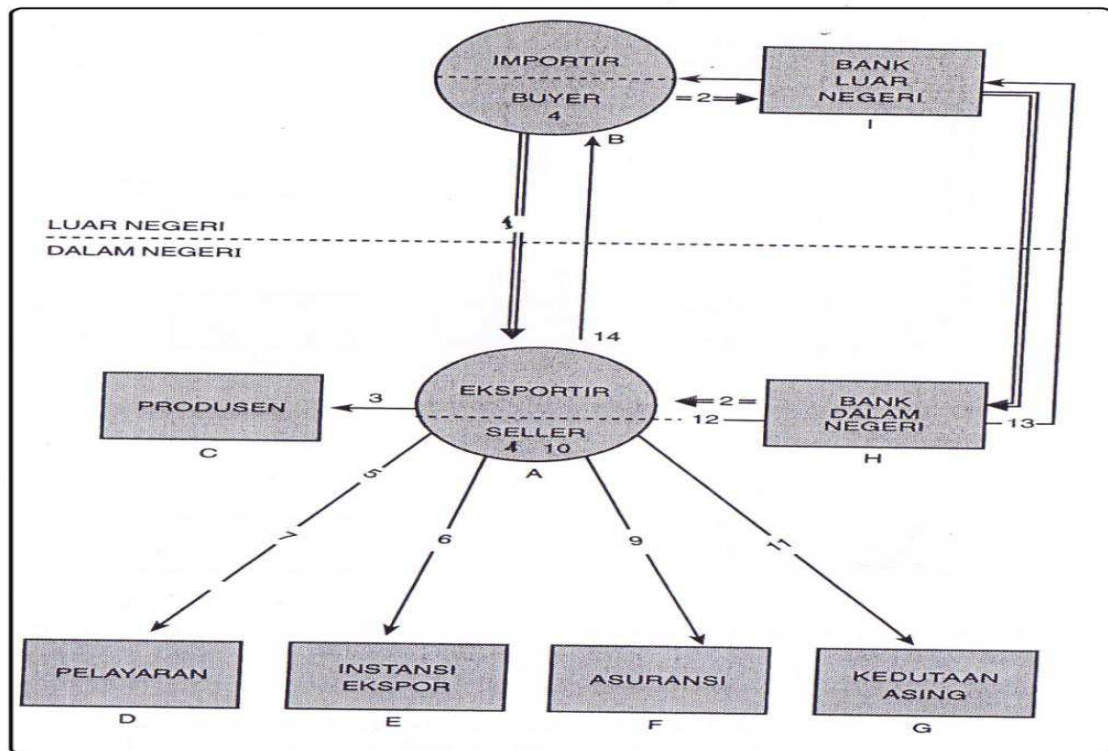
Source: Hindri Asmoko, 2014

Figure 1. Problem Tree



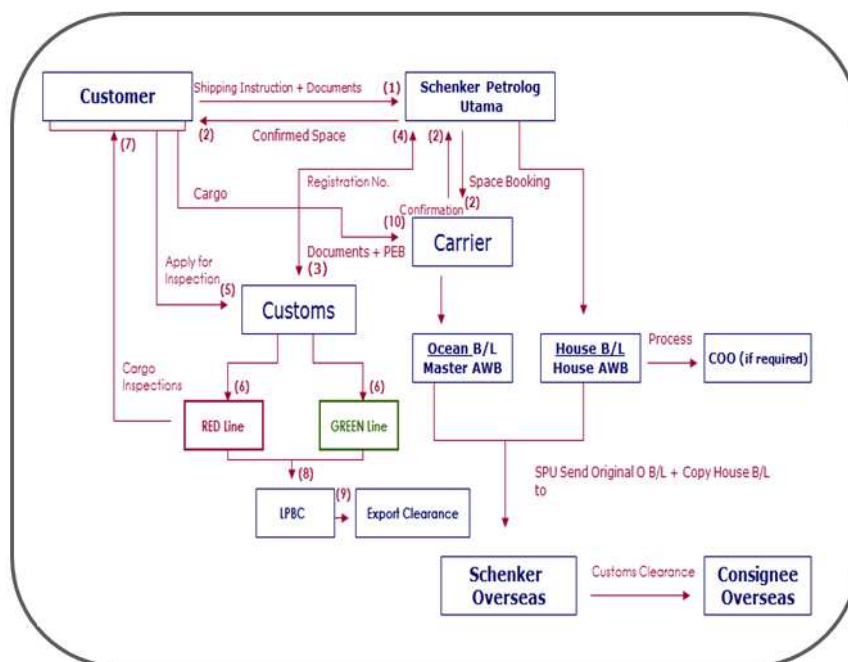
Source: Sulistyo, 2008

Figure 2. Example of Tree Analysis



Source: Amir M.S (2000: 5)

Figure 3: Export Procedures



Source: PT Schenker Petrolog Utama

Figure 4. SOP Diagram in PT Schenker Petrolog Utama

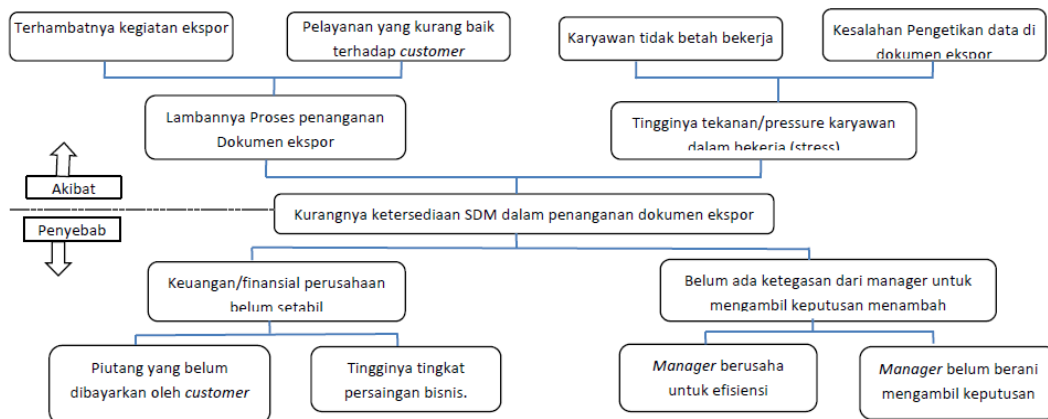


Figure 6. Problem Tree for Statement 1

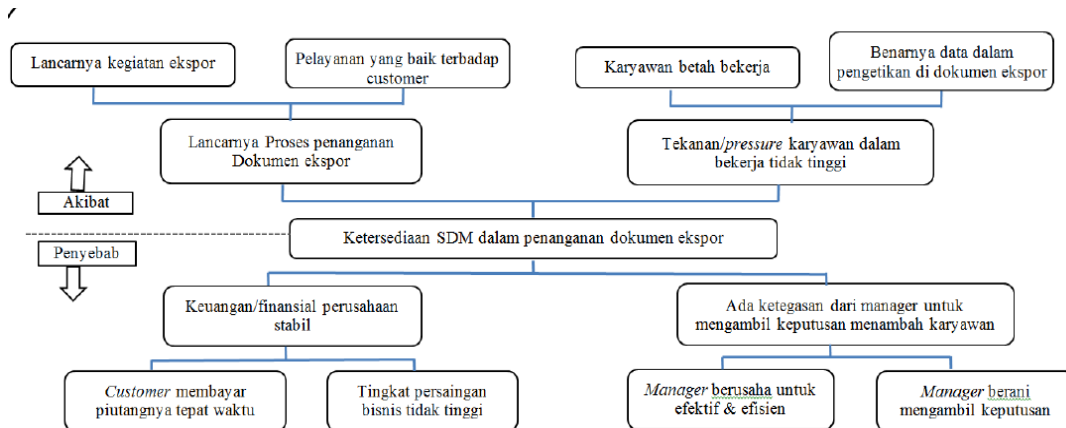


Figure 7: Target Tree for Statement 1

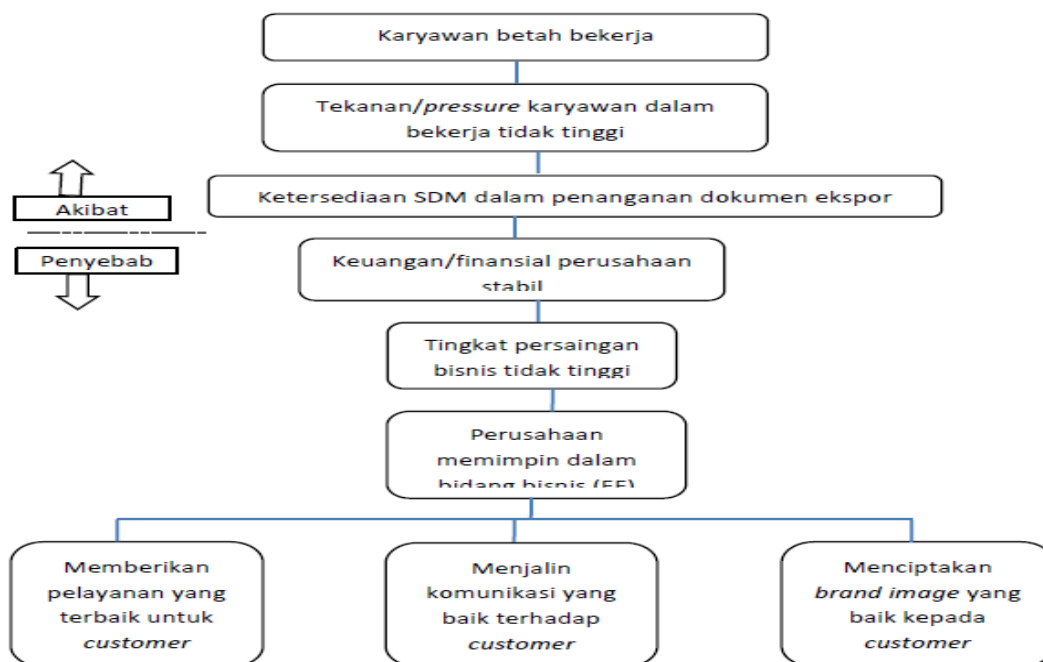


Figure 8: Alternative Tree for Statement 1

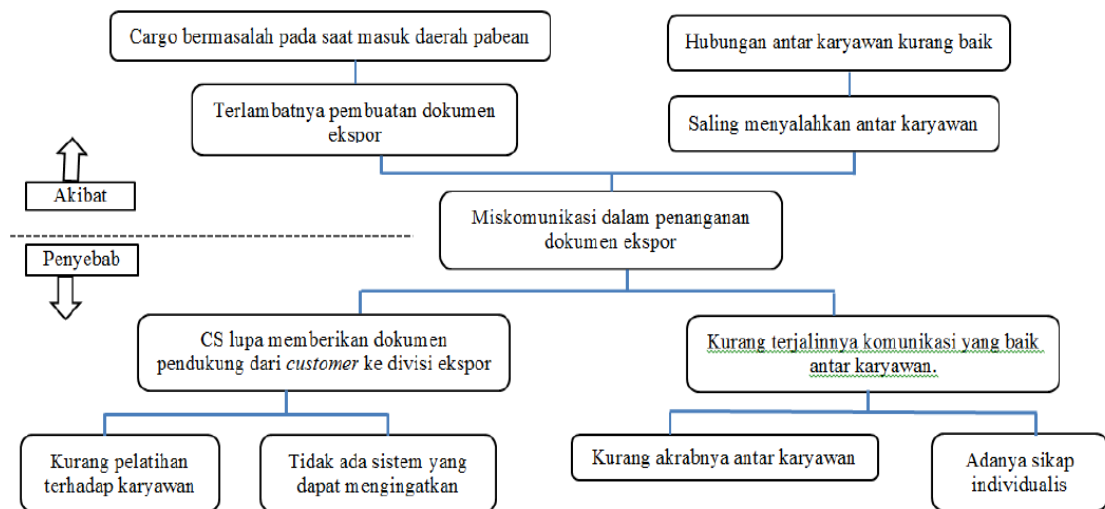


Figure 9: Problem Tree for Statement 2

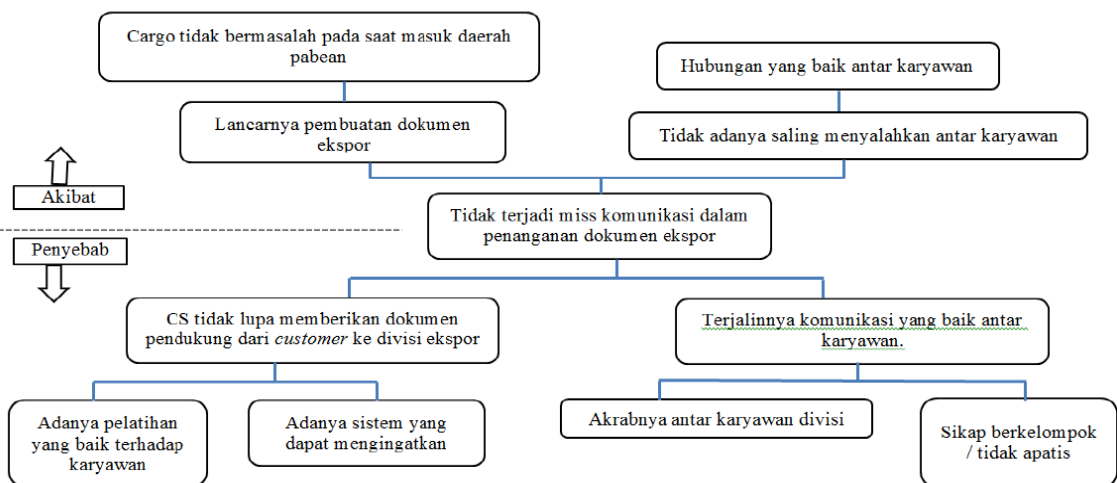


Figure 10. Target Tree for Statement 2

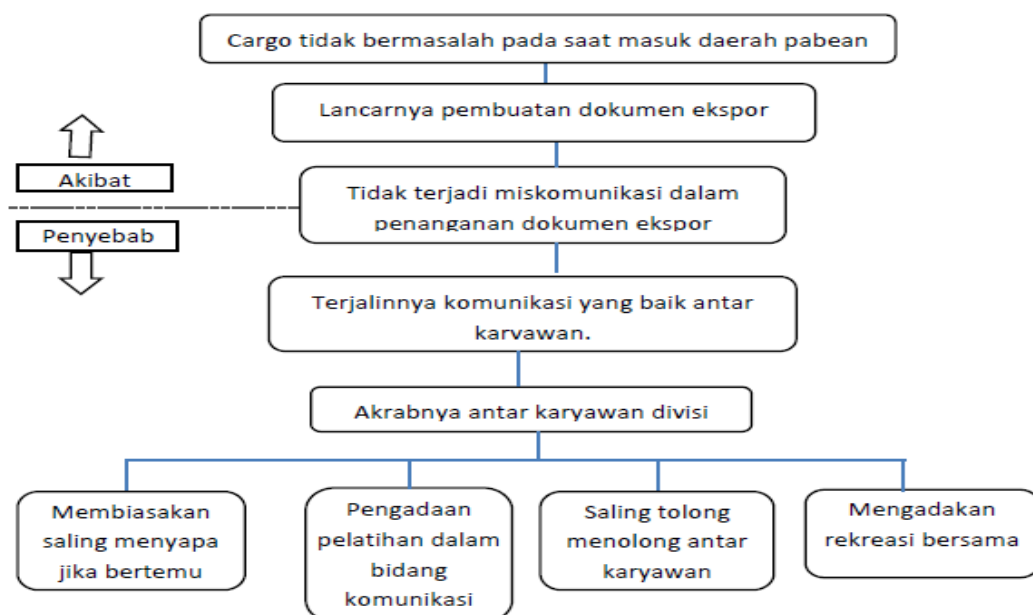


Figure 11: Alternative Tree for Statement 2

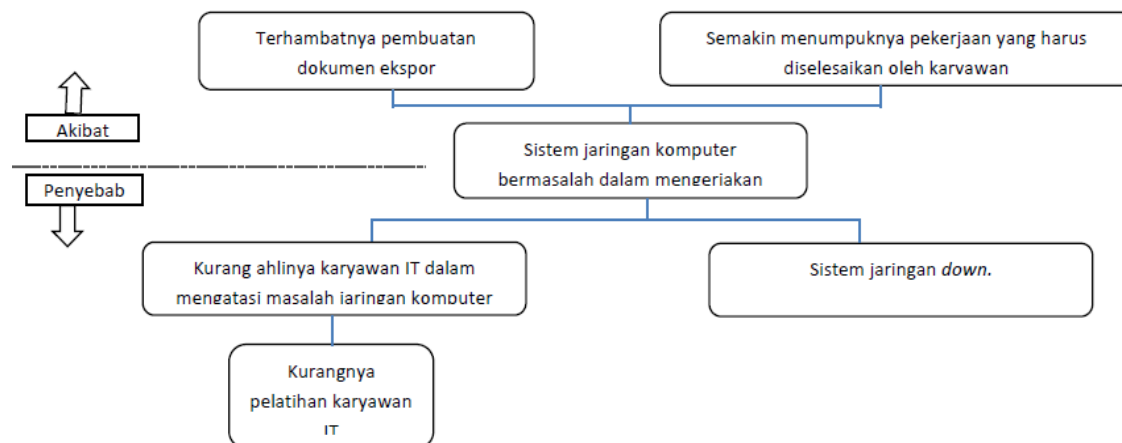


Figure 12: Problem Tree for Statement 4

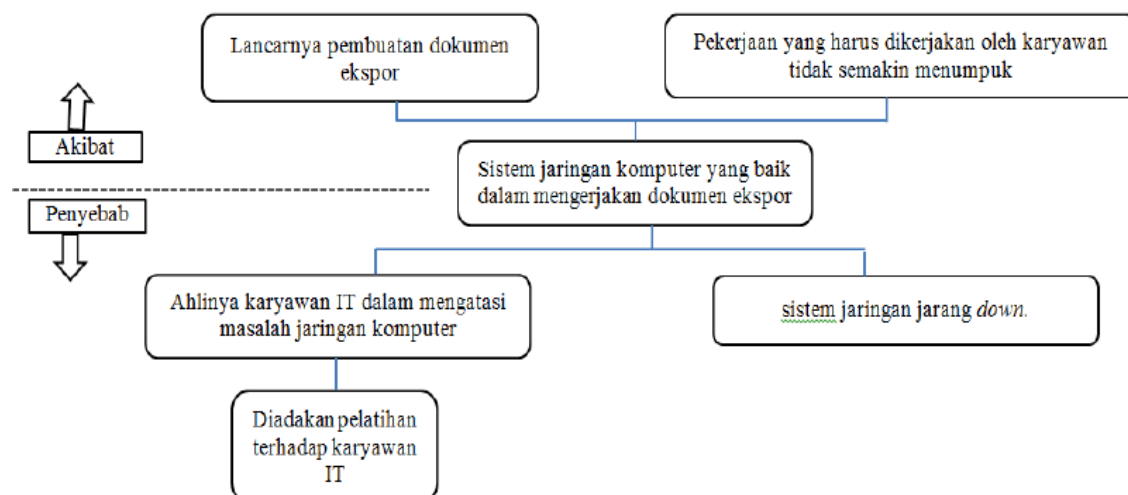


Figure 13: Target Tree for Statement 4

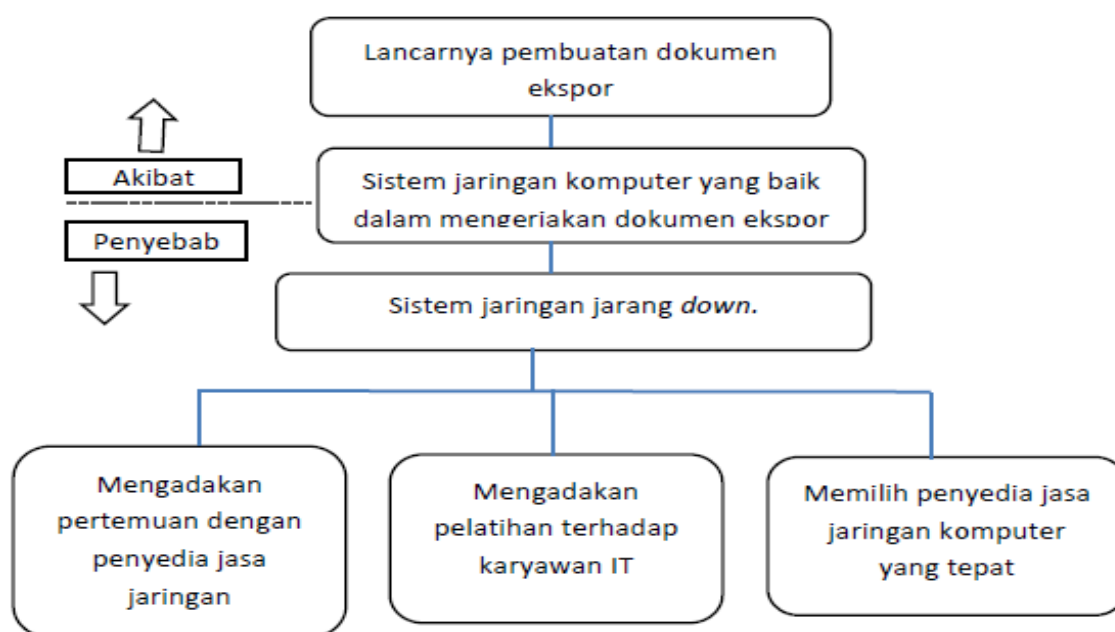


Figure 14: Alternative Tree for Statement 4

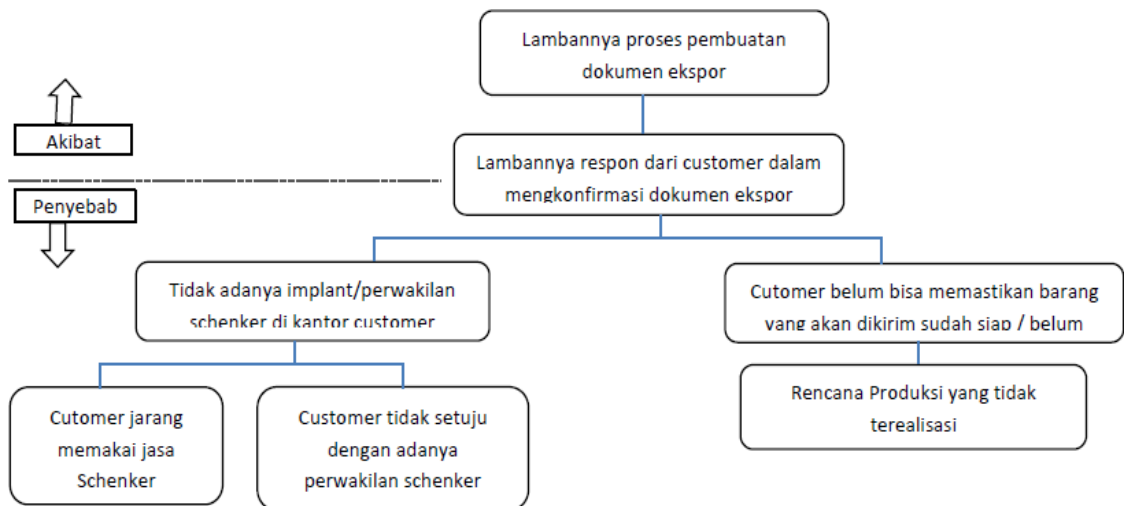


Figure 15: Problem Tree for Statement 6

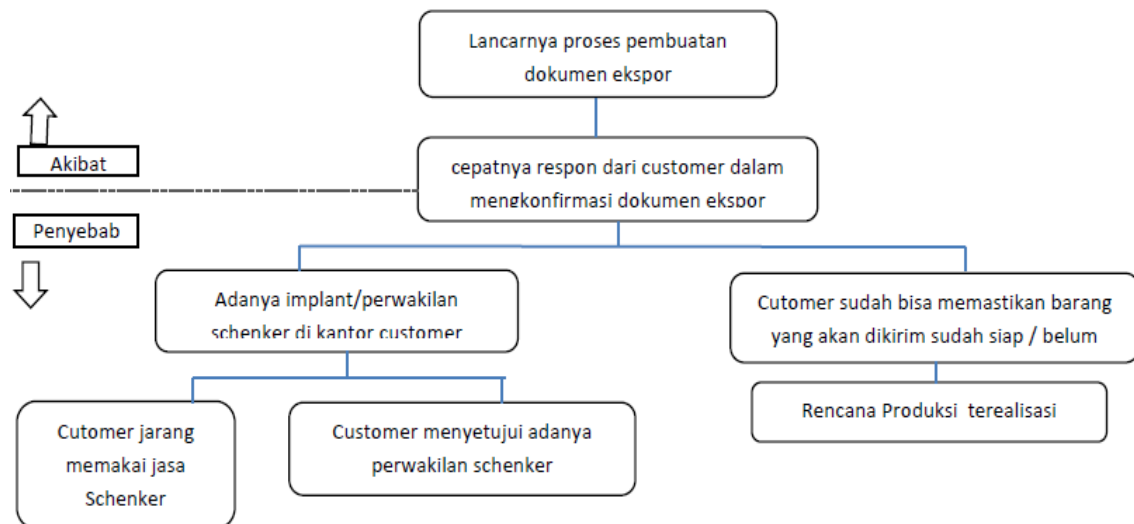


Figure 16: Target Tree for Statement 6

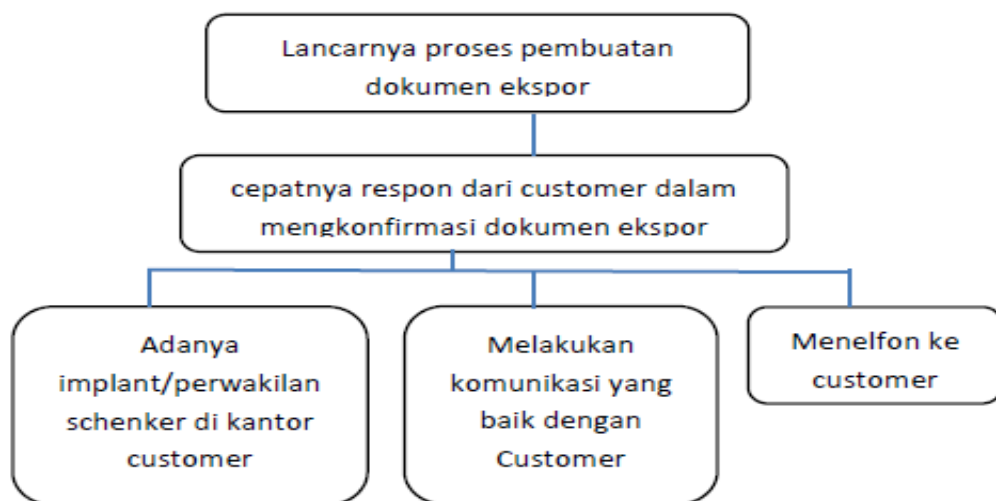


Figure 17: Alternative Tree for Statement 6

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