

# Analysis of Handling Problems on The Import Process for Performance Improvement (Case Study PT. Kumaitu Cargo)

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Majalah Ilmiah Bijak

## ABSTRACT

*This research is motivated by problems that include Import Process / Documentation Errors, Delivery Delays, Miscommunication and Employee Attitudes. The purpose of this study is to analyze how to handle problems in the import process for performance improvement at PT Kumaitu Cargo, to analyze what obstacles PT Kumaitu Cargo faces in improving performance through handling problems in the import process, to analyze what efforts PT Kumaitu Cargo makes to improve performance through handling problems in the import process. This research uses a qualitative method with a descriptive approach, the research location is at PT Kumaitu Cargo, North Jakarta. This research data collection technique is by observation, interview and documentation. The results showed that PT Kumaitu Cargo has successfully handled problems in the import process by utilizing technology. Efforts made by PT Kumaitu Cargo to overcome these obstacles include replacing manual systems with automation to speed up the process and increase efficiency. HR development with continuous training, so that employees can adapt to new technologies and improve the quality of import processes. In addition, the company strives to improve efficiency by speeding up the clearance process at the port, improving worker professionalism, and utilizing technology to optimize the tracking of goods and ensure timely delivery.*

## 1. INTRODUCTION

The import process in Indonesia, as highlighted earlier, is essential for the country's economic stability and competitiveness in the global market. However, existing literature and studies predominantly focus on the broader challenges faced in logistics and the general inefficiencies of the import process in the country. There is a gap in research that specifically targets the operational challenges faced by logistics companies like PT Kumaitu Cargo, particularly in the areas of internal negligence, administrative errors, shipping delays, and communication breakdowns. While many studies have addressed the general issues of high logistics costs and regulatory barriers, there is limited academic focus on how these challenges affect smaller logistics firms, such as PT Kumaitu Cargo, and their ability to compete with larger players in the market.

The research gap lies in understanding how specific operational inefficiencies within a logistics company can be mitigated through a combination of better internal processes, technology adoption, and human resource development. Although previous studies have explored general logistical challenges, few have delved deeply into the specific practices of companies like PT Kumaitu Cargo, nor have they proposed tailored strategies for performance improvement in the context of small-to-medium-sized logistics companies in Indonesia.

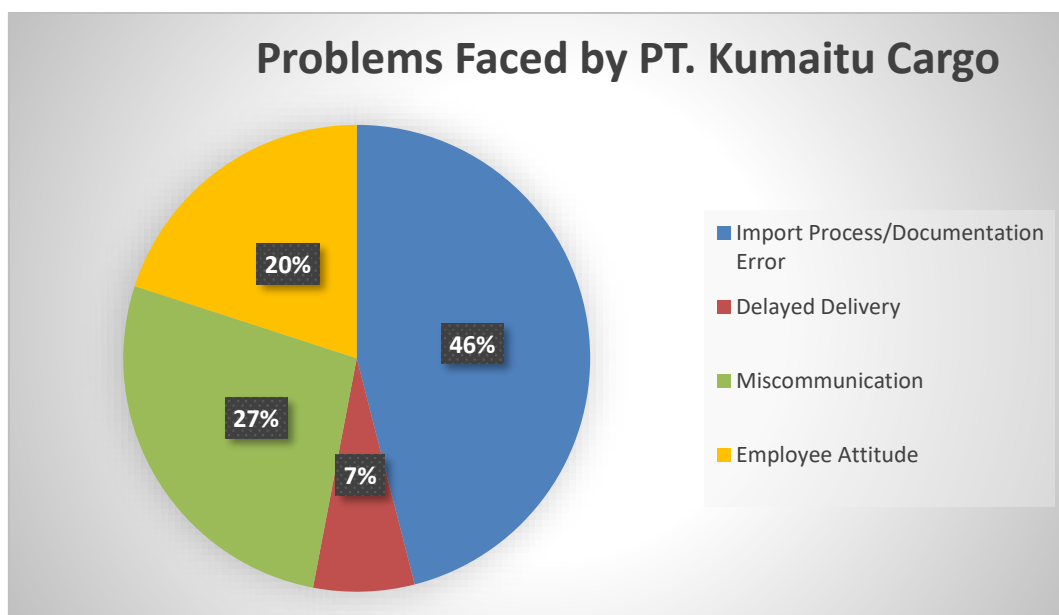
This study seeks to fill this gap by providing an in-depth analysis of the import process at PT Kumaitu Cargo, identifying key operational challenges, and proposing targeted solutions to address inefficiencies. Moreover, this research adds value by integrating customer feedback and expert insights, offering a more holistic understanding of the issues faced by the company in the current logistics landscape.

The urgency of this research is driven by the pressing need for PT Kumaitu Cargo to maintain its competitive edge in an industry marked by increasing competition and global uncertainty. The

inefficiencies in their import process—ranging from delays and errors to the mismatch in service delivery schedules—have the potential to severely damage the company’s reputation and customer loyalty. As a result, PT Kumaitu Cargo needs to act swiftly to address these issues in order to enhance its operational efficiency, reduce costs, and meet customer expectations. Furthermore, as the logistics industry continues to evolve with technological advancements and shifting regulatory landscapes, understanding how to adapt and optimize these processes is crucial for maintaining long-term sustainability in the market.

Given the critical role that PT Kumaitu Cargo plays in Indonesia's logistics sector, the findings of this research will have broader implications not only for the company itself but also for other small-to-medium-sized logistics providers in the country. By identifying solutions to current inefficiencies, this study will contribute to improving operational standards across the industry, leading to better economic stability, lower costs, and more efficient import processes in Indonesia.

**Table 1.** Categories of Problems Faced by PT. Kumaitu Cargo



The results of this pre-survey indicate that PT Kumaitu Cargo faces various problems mentioned earlier, such as delays in delivery, errors in documentation, inefficient communication, and employee behavior that is not in accordance with company standards. Fluctuations in shipment volume and a decrease in orders from several companies may reflect customer dissatisfaction with PT Kumaitu Cargo's performance. The purpose of this research is to analyze the handling of problems in the import process for performance improvement at PT Kumaitu Cargo.

## 2. LITERATURE REVIEW

### Definition of Logistics Management

Logistics management is the process of planning, implementing, and controlling the flow of goods, information, and other resources from the point of origin to the point of consumption in order to meet customer needs in an efficient and effective manner. “Logistics management is the process of planning, executing, and controlling the flow of goods, information, and services from the point of origin to the point of consumption to meet customer needs in an efficient and effective manner”. Christopher (2020:9)

### Definition of Logistics and Supply Chain Management

Logistics is the process of planning, implementing, and controlling the flow of goods, information, and other resources from the point of origin to the point of consumption with the aim of meeting customer needs in a timely, efficient, and effective manner. “Logistics is an activity that manages the movement and storage of goods, information, and services within an organization to meet customer needs in an efficient and profitable manner”. Rushton et al. (2020:4)

Supply Chain Management (SCM) is the management of the flow of goods, information, and resources from the point of origin (for example, manufacturers or suppliers) to the point of consumption (end customers), with the aim of optimizing value and creating profits for all parties involved. "Supply chain management is the management of the flow of goods, information, and money between various companies in a supply chain network, with the aim of creating value for customers and ensuring sustainability and efficiency in the entire process". Christopher (2020:12)

### **Definition of Problem Solving**

Handling problems refers to the process or efforts made to identify, analyze, and find solutions to a problem or challenge faced. According to Sutrisno (2020:120), Problem handling involves in-depth analysis to find the root cause of the problem and implement planned solutions systematically, with the aim of reducing negative impacts on individuals or organizations.

### **Definition of Import Process**

The import process is a series of activities carried out by individuals or organizations to bring goods or commodities from abroad into the country. According to Hadi (2020: 85), the import process is a series of activities starting from searching and selecting overseas suppliers, negotiating prices and shipping terms, to arranging the documents and payments needed to bring goods to the destination country.

### **Definition of Performance Improvement**

Performance improvement is an effort or effort made to improve the results or achievements of an organization, individual, or system in achieving predetermined goals. According to Robbins and Judge (2020: 127), performance improvement is a systematic effort to improve individual and team performance through various approaches, including skill development, better resource management, and revamping operational processes and procedures.

## **3. METHODS**

### **Research Approach and Type**

This study employs a qualitative approach, which is particularly suitable for in-depth exploration of complex phenomena that cannot be easily quantified. Unlike quantitative methods that focus on numerical data and statistical analysis, qualitative research is geared toward understanding the underlying reasons, experiences, and perspectives of the subjects involved. The qualitative method used in this research is descriptive, aiming to provide a rich and detailed account of the issues related to PT Kumaitu Cargo's import process and operational challenges.

According to Sugiyono (2020: 9) qualitative research methods are research methods used to research on natural object conditions, where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive, and qualitative research results emphasize meaning rather than generalization.

### **Data Collection Technique**

The data collection methods used in this study are as follows:

#### **a) Observation**

According to Sugiyono (2020: 236-237), observation is a technique in which the researcher gathers data by observing subjects in their natural or unaltered environments. In this study, the researcher observed the operational processes at PT Kumaitu Cargo, paying particular attention to how goods are processed, the effectiveness of policies, and the workflow involved in the import process. Observation allows the researcher to gather firsthand, unmediated data on real-world practices.

#### **b) Interview**

As per Sugiyono (2020: 231-233), interviews involve direct communication between the researcher and the subjects through a question-and-answer process. In this study, semi-structured interviews were conducted with various informants to gather their personal experiences and insights into the

challenges faced in the import process at PT Kumaitu Cargo. Interviews are particularly effective in qualitative research because they allow for deep exploration of individual perspectives and can provide nuanced understanding.

c) Documentation

Sugiyono (2020: 250-252) defines documentation as a data collection technique that involves using available documents, photographs, recordings, or videos that are relevant to the research topic. In this study, documentation was used to gather information from existing records, such as shipping logs, import documents, government regulations, and other materials that could provide additional context and support for the findings obtained through interviews and observations.

### Determination of Informants

The informants in this study were selected to provide a broad range of perspectives on PT Kumaitu Cargo's operations. The informants were as follows:

1. First Informant: A consumer of PT Kumaitu Cargo. This informant provided insight into customer experiences, including challenges faced in the import process, shipment delays, and service satisfaction.
2. Second Informant: Another consumer of PT Kumaitu Cargo, offering additional perspectives on the customer experience and operational issues.
3. Third Informant: A third consumer, contributing to the understanding of consumer concerns and feedback regarding the company's import services.
4. Fourth Informant: Mr. Habib Munazar, a field operations staff member. His insights were crucial in understanding the operational challenges faced by the company in managing logistics, shipments, and customs processes at the ground level.
5. Fifth Informant: Mr. Adithya Suwandhi, the Import Manager at PT Kumaitu Cargo. His input focused on the import management process, including the clearing of goods, documentation, and key challenges in meeting deadlines and regulatory requirements.
6. Sixth Informant: Mr. Achsanul Nashir, an academic expert. His academic perspective was vital in providing theoretical frameworks and industry best practices that could be applied to the operational challenges faced by PT Kumaitu Cargo.

By gathering data from a diverse range of informants, the study was able to triangulate perspectives and obtain a more comprehensive view of the issues affecting PT Kumaitu Cargo's import process.

## 4. RESULTS AND DISCUSSION Overview of Research Objects

PT Kumaitu Cargo was established in Jakarta in 1998 with a focus on sea port services and less than 10 employees. The company then expanded its services to air port in 1999, and started managing warehouses and temporary yards (TPS) in 2000. In 2002, Kumaitu implemented an EDI system for operational efficiency, and in 2003 it entered the international freight transportation sector. In 2007, it added truck transportation services, followed by CBU car handling in 2010. In 2016, the company launched a new trademark, had 100 employees, a fleet of 20 trucks, and became an NTC & TSL agent. Kumaitu has evolved into a multifaceted logistics provider with a full range of services, strengthening its position in the industry.

### Research Methodology: Validity and Reliability

To ensure the validity and reliability of the research results, several qualitative research techniques were employed:

- a. **Triangulation:** This method involved collecting data from multiple sources to increase the credibility of the findings. Interviews were conducted with a diverse group of participants, including three consumers, a field operative, an import manager, and an academic expert. This provided a

balanced and multifaceted view of the import process and operational challenges from different perspectives.

- b. **Extension of Observation:** Data were also gathered through prolonged engagement with the research setting. The researcher spent additional time observing the company's operations in the field, examining internal practices and interacting with the relevant personnel. This allowed for a deeper understanding of the day-to-day challenges faced by the company in managing imports and logistics.
- c. **Member Checking:** To validate the accuracy of the findings, preliminary results were shared with the participants for feedback. This helped ensure that their views and experiences were accurately represented and that the conclusions drawn from the data were correct.
- d. **Peer Debriefing:** The research was subjected to peer review to verify the methodology and interpretations. This process helped identify potential biases and ensured that the conclusions were grounded in the data.

## Research Results

The research results obtained from interviews with three consumers, a field operative, an import manager, and an academic expert provide a comprehensive overview of the challenges and solutions in the import process and the management of freight forwarding. From the customer side, many complained about uncertainty and delays in the delivery of goods, which are often caused by issues with import licenses, the completeness of documents, and the speed of clearance at customs. Consumers also emphasized the importance of transparency in shipment status information and the need for speed in the delivery process to meet their expectations.

On the operational side of the field, the biggest problem is the misalignment between existing policies and the reality on the ground. Despite efforts to reduce waiting times at ports and speed up the shipping process, worker professionalism and systems that are not always optimized often impede progress. This shows that even when changes are made in the form of new policies or technologies, proper implementation on the ground is crucial to ensure their effectiveness. In addition, manual systems that are still in use, such as paper documents, are often a hindrance in efforts to speed up the shipping process and improve operational efficiency.

The import manager highlighted that an effective evaluation and analysis process is key in identifying key issues in the import process, especially related to clearance of goods and validation of documents. The use of a SWOT analysis approach to map strengths, weaknesses, opportunities, and threats is strongly recommended to facilitate deeper identification of issues. Furthermore, the use of digital technology already available in the market to monitor shipments in real-time is considered to help speed up the process, although there are obstacles in changing work habits and culture that prefer manual systems. The implementation of this technology, according to academic experts, should be done in stages, taking into account the readiness of human resources and the readiness of the company's infrastructure to adopt the new system.

From an academic perspective, experts reveal that the human factor is an element that should not be ignored in the successful operation of logistics companies. The skills and competencies of qualified human resources will determine the smoothness in every stage of import, from problem identification to resolution. In addition, the use of Key Performance Indicators (KPIs) to measure company performance is considered important to ensure that every step taken can be evaluated and adjusted so that the same mistakes are not repeated. The experts also emphasized the importance of continuous improvement through the PDCA (Plan-Do-Check-Act) system that can help companies to always improve and optimize processes.

Overall, the interviews showed that improving performance and efficiency in the logistics industry requires a deep understanding of the challenges faced from the perspectives of customers, field operations, import managers, and academic experts. Proposed solutions include improvements in the quality of human resources, adoption of more efficient technologies, implementation of more effective



policies in the field, and continuous evaluation and improvement so that companies can meet customer expectations and remain competitive in the global market.

#### 4.1. Discussion

Based on the research conducted, SWOT analysis is used to identify internal and external factors that affect a company's ability to market its products. SWOT consists of four elements: Strengths, Weaknesses, Opportunities, and Threats, which provide an overall picture of the company's condition. Internal factors come from the company's internal data, such as financial statements and operational activities, while external factors include market analysis, competition, regulations, and interest groups. IFAS summarizes internal factors related to strengths and weaknesses, while EFAS summarizes external factors related to opportunities and threats.

**Table 2.** SWOT Matrix Diagram

IFAS EFAS	Strengths	Weakness
	Use of technology for real-time tracking of goods Continuous improvement of human resource quality through training Clear and structured SOPs to overcome problems	Reliance on manual systems Differences in technology adaptation speed between younger and older generations Time-consuming customs clearance procedures
Opportunities	SO	WO
Technological developments that enable automation Government policies that support import-export	Utilize technology to expand markets and speed up processes Develop HR competencies to capitalize on technological developments	Adopting technology to replace manual systems Using technology to accelerate the older generation's adjustment to digital adaptation Improve understanding of changing government regulations
Threats	ST	WT
Frequently changing government regulations Increasing competition in the logistics industry	Using technology to improve efficiency and reduce the impact of changing regulations Strengthen competitive advantage through HR training Utilize structured SOPs to reduce the impact of cost fluctuations	Improve adaptation to regulatory changes through strengthening manual systems Accelerate digitization to reduce dependence on manual systems Innovate SOPs to reduce the impact of cost fluctuations

#### 1. How to handle problems in the import process for performance improvement at PT. Kumaitu Cargo?

Handling problems in the import process for performance improvement at PT Kumaitu Cargo has been answered through interviews and SWOT matrix diagrams. In the interviews, some key aspects of handling import problems were explained, such as the use of technology for real-time tracking of goods and improving the quality of human resources.

This shows that the company focuses on solving existing problems by optimizing existing systems and ensuring that employees have sufficient skills to manage the import process. In addition, through the use of clear and structured SOPs, PT Kumaitu Cargo can ensure a more organized and measurable process.

In the SWOT matrix diagram, the company's strengths in terms of technology and quality of human resources become an important foundation for performance improvement. The company utilizes the

opportunities of technological developments and government policies that support the export-import sector to improve process efficiency. On the other hand, the company is also aware of weaknesses that must be overcome, such as dependence on manual systems and challenges in technology adaptation between the younger and older generations. By optimizing technology, improving the customs clearance process, and ensuring the quality of human resources through training, PT Kumaitu Cargo can overcome these obstacles and improve their performance in the import process.

**2. What are the obstacles faced by PT Kumaitu Cargo in improving performance through handling problems in the import process?**

Based on research that the interview above there are several obstacles, including:

- a) Dependence on Manual Systems: Import processes that still use manual systems cause errors in documentation and customs clearance, slow down shipments, and reduce efficiency.
- b) Differences in Technology Adaptation Speed: The difference between the younger and older generations in the adaptation of digital technology hinders the operation of the goods tracking system, leading to delays in shipments.
- c) Miscommunication Between Related Parties: Lack of clarity in communication between internal and external parties such as customs and logistics partners often leads to errors in procedures or documents, leading to delays and shipping errors.
- d) Employee Attitude Towards Change: Some employees' resistance or unpreparedness for change hinders the implementation of new, more efficient systems and slows down adaptation to new technologies and procedures, increasing the potential for errors in the import process and document management.

**3. What are the efforts made by PT Kumaitu Cargo on performance improvement through handling problems in the import process?**

Based on the SWOT analysis, PT Kumaitu Cargo focuses on improving the quality of human resources and accelerating the adoption of digital technology to overcome obstacles in the import process. The company's key efforts include utilizing technology for real-time goods tracking and process automation to replace manual systems, which slow down operations. In addition, PT Kumaitu Cargo continues to develop employee competencies through training to improve adaptation to digital systems and regulatory changes. The company also strives to improve the efficiency of the import process by reducing waiting time at the port, improving worker professionalism, and optimizing technology to ensure timely delivery. All of these measures aim to improve efficiency, reduce costs, and speed up delivery.

The findings from the research align with several established principles in logistics and operations management, offering valuable insights into how PT Kumaitu Cargo can improve its performance in the import process.

- a. Human Resource Development: The importance of skilled human resources, as emphasized by both the import manager and academic experts, supports the findings from the SWOT analysis. The company's efforts to improve employee skills through training and development are critical to overcoming operational challenges. The research supports the notion that human resource capabilities are central to the success of logistics operations, as human error can often hinder efficiency and lead to delays.
- b. Technology Integration: The research consistently highlights the need for PT Kumaitu Cargo to accelerate the adoption of digital technologies, particularly in the areas of real-time shipment tracking and automation. While some employees have been slow to adopt these technologies, the company's strategic focus on technological improvements is consistent with best practices in the logistics industry, where technology is increasingly seen as a key enabler of efficiency and competitiveness. The use of technology to replace manual systems will help address weaknesses such as errors in documentation and delays in the customs clearance process.

- c. Regulatory Compliance and Government Policies: The changing regulatory environment is a significant threat identified in the SWOT analysis. The research shows that PT Kumaitu Cargo is aware of the impact of regulatory changes and is working to adapt by improving its operational processes and ensuring that employees are up to date with new rules and regulations. The company's proactive approach to aligning with government policies supporting import-export operations reflects its awareness of external opportunities and threats.
- d. Communication and Coordination: Miscommunication among internal and external parties is a recurring issue in the import process. This finding aligns with the operational challenges identified by the field operative, who mentioned the impact of communication gaps between different stakeholders, such as customs officers and logistics partners. Improving communication and streamlining processes will be key to addressing these delays and improving the overall efficiency of the import process.

Overall, the findings from this study provide a strong basis for PT Kumaitu Cargo's strategy to enhance performance. The recommendations derived from the research, such as focusing on employee training, improving technological capabilities, streamlining communication, and adapting to changing regulations, are aligned with industry best practices and the company's current efforts. By implementing these changes, PT Kumaitu Cargo can overcome existing challenges, improve operational efficiency, and maintain a competitive edge in the logistics industry.

## 5. CONCLUSIONS

### Conclusions

Based on the discussion above regarding the handling of problems in the import process for performance improvement at PT Kumaitu Cargo, the authors draw the following conclusions: PT Kumaitu Cargo has handled problems in the import process by utilizing technology, such as real-time tracking of goods, and improving the quality of human resources (HR). The company also relies on a clear and structured system of operating procedures (SOP) to ensure a more organized and measurable process. By focusing on solving existing problems, PT Kumaitu Cargo strives to optimize existing systems and ensure that employees have adequate skills in managing the import process.

Some of the barriers faced by the company include reliance on manual systems in some aspects of the import process, which slows down the speed of delivery and increases the potential for errors in documentation and customs clearance processes. In addition, there is a difference in the speed of adaptation to new technology between the younger and older generations, which affects delivery delays and the inability to utilize technology to its full potential. Another obstacle is ineffective communication between internal and external parties, which risks misunderstanding procedures or documents.

To overcome these problems, PT Kumaitu Cargo has made several efforts, such as replacing manual systems with automation to speed up processes and improve efficiency. They also focus on HR development with continuous training, so that employees can adapt to new technologies and improve the quality of import processes. In addition, the company seeks to improve efficiency by speeding up the clearance process at the port, improving worker professionalism, and leveraging technology to optimize goods tracking and ensure timely delivery.

### Suggestions

Based on the conclusions described above, in writing this research there are several suggestions for the progress and success of PT Kumaitu Cargo as an import handling service company, including:

#### 1. Automation and Integration of Technology Systems

To reduce dependence on manual systems, companies can implement automation-based software solutions to manage import, shipping, and customs clearance processes. For example, the use of an ERP (Enterprise Resource Planning) system or an integrated supply chain management system can help speed up processes, reduce human errors, and ensure more accurate documentation.



In addition, companies can introduce technologies such as Artificial Intelligence (AI) and Internet of Things (IoT) to monitor and optimize shipping lanes more efficiently.

## 2. Education and Training to Improve Technology Capability

To overcome the difference in technology adaptation speed between the younger and older generations, companies can conduct a structured technology training program for all employees, both young and old. This training can include using the latest software, digitizing work processes, and leveraging technology to improve efficiency. Using a mentoring approach or group-based training to ensure knowledge transfer between generations will also speed up the adaptation process and encourage better collaboration.

## 3. Monitoring Procedures and Adapting to Regulations

Faced with time-consuming customs clearance procedures and frequently changing government regulations, companies need to establish a dedicated team that focuses on monitoring regulatory changes and updating internal procedures regularly. In addition, the use of technology to automatically monitor and process customs documents can help speed up clearance and reduce reliance on manual procedures. Thus, companies can be more responsive to regulatory changes and reduce the risk of delays in delivery.

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