

THE ROLE OF AGENCIES AND STRATEGY INNOVATION ON REGULAR CUSTOMERS AT PT. XZY BRANCH OF BEN LINE SHIPPING

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Abstract:

Background: PT. XYZ faces challenges in ensuring customer and crew satisfaction, as well as inaccuracies in logging ship arrivals and departures, leading to increased waiting costs. As a representative of Ben Line Agencies, PT. XYZ acknowledges the maritime industry's potential and is dedicated to fostering robust cooperation to promote national sector growth.

Purpose: The findings indicate that both agency services and business strategy have positive results for customer loyalty at PT. XYZ Ben Line Agencies Indonesia Representative.

Design/Methodology/Approach: The research makes a method with quantitative analysis, using main data through questionnaires delivered to 77 customer respondents who are agents of PT. XYZ, specifically at the Jakarta branch of Ben Line shipping. The findings indicate a positive result of agency services on customer satisfaction at PT. XYZ, as well as a notable positive effect of business strategy on customer satisfaction. Furthermore, both factors together significantly influence customer satisfaction at PT. XYZ Ben Line Agencies Indonesia.

Findings/Result: The agency services at PT. XYZ, representing Ben Line Agencies Indonesia, have a notable and substantial impact on customer loyalty. This implies that effective agency services are likely to make sure loyalty significantly. Understanding this influence is crucial for assessing the service reach in fulfilling user requirements.

Conclusion: We recommend that PT XYZ concentrate on enhancing the response speed of the support team or customer service. This could involve improving communication processes, providing further training for the support team, or implementing systems that accelerate responses to customer needs.

Originality/Value (State of the Art): A strong and significant impact of business strategy on customer satisfaction has been observed at PT. XYZ, a representative of Ben Line Agencies Indonesia. This relationship is crucial for assessing business success. An effective business strategy encompasses several factors, including competitive pricing, relevant product or service development, and efficient supply chain management.

Keywords: role of agency, bussiness inovation, customer royalty and statisfaction, business strategy, strategy innovation

How to Cite:

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INTRODUCTION

Logistics transportation is essential for the unobstructed movement of commodities, and for an archipelagic nation such as Indonesia, its intricacy escalates markedly. The nation's geographical characteristics present distinctive challenges and prospects, necessitating innovative logistics strategies. Ship agency services are integral to facilitating efficient port operations, prompt processing of vessels, and effective coordination among maritime stakeholders. PT. XYZ, functioning as a representative of Ben Line Agencies, occupies a pivotal role within this ecosystem of sea transportation.

Recent trends highlight the evolving characteristics of the maritime industry. For example, Figure 1 depicts the significant increase in ship visits in 2024. This rise in maritime activity indicates heightened economic engagement and imposes greater requirements on port operations and agency functions. The increase in ship visits has exacerbated operational difficulties at PT. XYZ, such as inconsistent customer service, inaccuracies in tracking ship movements, and resulting delays that escalate operational expenses. These issues underscore an urgent necessity to improve service quality and strategic management to maintain competitive viability and foster national advancement within the maritime sector.

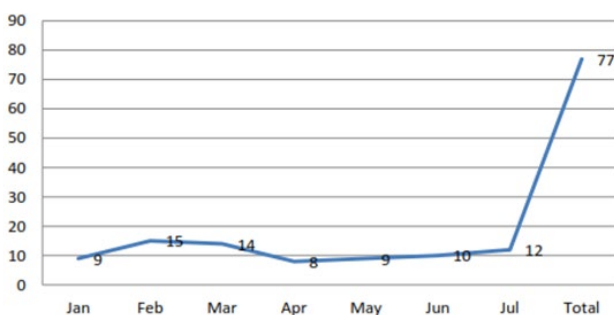


Figure 1. Ship visits in 2024.

Research in the maritime sector consistently highlights the crucial things in boosting customer satisfaction. Yuen and Thai (2015) identified key factors, including fast action, patience, and assurance, as significant indicators of user loyalty in container shipping. Similarly, Le, Nguyen, and Hoang (2020) demonstrated that implementing digital technologies in maritime logistics greatly enhances customer service performance and satisfaction. These findings emphasize the necessity of

high-quality agency services for efficient port operations and customer satisfaction in shipping contexts. Moreover, studies in related areas stress the importance of aligning business strategies with service quality to gain a competitive advantage and foster customer loyalty. Balci, Caliskan, and Yuen (2018) noted that strategic alignment in freight forwarding services not only boosts operational efficiency but also enhances customer satisfaction. Hirata (2019) further highlighted the significance of relationship marketing and proactive customer engagement in maritime container shipping as essential for maintaining high customer satisfaction and loyalty. Additionally, Nurwahyudi and Erry (2021) proposed that integrating service quality with strategic innovation can effectively address existing research gaps. This study aims to empirically explore this integrated approach by investigating the roles of Branch innovation promoting user loyalty at PT. XYZ Branch of Ben Line Shipping, thereby contributing to the identified research gap.

To tackle the challenges faced by PT. XYZ, this method research methodology supported by comprehensive SWOT analysis (Table 1). Internally, PT. XYZ demonstrates significant strengths, including government backing and a strong financial and administrative foundation. Conversely, it also encounters weaknesses such as protracted document processing times, limited staff skills, and weak client relationships. Externally, there are opportunities for quicker document processing and enhanced punctuality of port calls, which could boost operational efficiency. However, threats persist, including potential operational delays that may result in financial losses and client attrition. A structured survey is conducted to collect customer insights on agency service quality, business strategy, and overall satisfaction. The data is subsequently analysed using (SEM) among these variables. This thorough approach not only highlights critical issues but also lays the groundwork for developing focused strategies to enhance operational efficiency and customer service at PT. XYZ.

The primary target use evaluate impact of branch operation on customer loyalty at PT. XYZ, a Branch of Ben Line Shipping. The study focuses on the individual effects of service quality and strategy, as well as their combined influence on the customer experience. Through quantitative analysis, it seeks to identify key factors that boost customer satisfaction and highlight

areas for operational and strategic enhancement. The findings will offer actionable recommendations to develop services, promoting a more customer-focused approach in the maritime logistics industry.

METHODS

This study utilised a quantitative research method to explore how branches operation. A survey was conducted using questionnaires for primary data collection, aligning with the research aims of identifying statistical relationships between variables and generalising results to a specific population (Sugiyono, 2017). This approach facilitates the examination of causal relationships and the testing of established hypotheses within a structured framework. Subsequent sections will outline the types and sources of data, data collection methods, analysis procedures, and the hypotheses developed for this study.

The quantitative statistical techniques. Initially, descriptive statistics were employed to general data distribution. Subsequently, Structural Equation Modeling (SEM) was utilized for hypothesis testing, a robust methodology suitable for analyzing complex relationships between multiple variables, particularly when dealing with latent constructs and their indicators. The analysis was performed using SmartPLS software. The choice of PLS-SEM, as implemented in SmartPLS, was preferred over traditional regression techniques due to its suitability for this study's objectives and data characteristics. PLS-SEM is effective for predictive models involving latent constructs (Agency Service,

Business Innovation, Customer Satisfaction), each measured by multiple indicators seen in Table 1. Validity was evaluated through convergent and discriminant validity analyses. Convergent validity was assessed by examining Average Variance Extracted (AVE) and indicator loadings, ensuring they met established criteria (Ghozali, 2013). Discriminant validity was assessed to ensure the distinctiveness of the constructs. Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with acceptable thresholds. The inner model assessment involved evaluating R-Square, F-Square, and model fit indices to determine the explanatory power and overall fit of the structural model. Hypothesis testing was conducted using t-statistics and p-values generated by SmartPLS, with a significance level set at $\alpha = 0.05$.

Based on the established body of knowledge in service management, strategic management, and customer relationship management, and supported by prior research, the following hypotheses were proposed:

H1: Agency service has a good impact at PT. XYZ Branch of Ben Line Shipping.

A quality of service provided by agencies is a crucial factor in shaping customer perception and loyal. Previous research within the Indonesian shipping industry, such as the study by Adi et al. (2021) which examined the influence of agency services on customer satisfaction at PT. Citra Abadi Line, also found a significant positive influence. This finding suggests that when agency services are effective and meet expectations, customer satisfaction is likely to increase.

Table 1. SWOT of the indication of external and internal factors in PT. XYZ

Internal Factors	External Factors
Strengths (S)	Opportunities (O)
Government Support	Faster Document Processing
Strong Financial and Administrative Standing	Improved On-Time Port Calls
Weaknesses (W)	Threats (T)
Lengthy Document Processing Times	Operational Delays on Ships
Insufficient Operational Staff Skills	Resulting in Potential Losses and Future Shipment Cancellations
Lack of Strong Client Relationships	Clients Switching to Other
	Agencies per Vessel

H2: Business strategy has a good impact PT. XYZ Branch of Ben Line Shipping.

A company's business strategy, particularly its clarity and consistent implementation, is theorized to impact customer satisfaction. When a business clearly defines its strategic approach, such as prioritizing Porter's generic strategies, it can lead to operational efficiencies and value propositions that resonate with customers. Indeed, research by Jordaan and Badenhorst (2022) in the South African context found a conclusive link between businesses having a clear business strategy and achieving high levels of customer satisfaction. Their findings underscore that the clarity of a business's purpose, achieved through consistent strategic prioritization, succeeds in satisfying customers.

H3: Agency service and business strategy have a simultaneous, good impact PT. XYZ Branch of Ben Line Shipping.

Given the established individual positive influences of both agency service (Adi et al. 2021) and business strategy (Jordaan & Badenhorst, 2022) on customer satisfaction, it is theoretically consistent to propose that their combined, simultaneous effect will also be positive and significant. The effective delivery of agency services is often a direct outcome or enabler of a well-defined business strategy, and a sound strategy provides the framework within which excellent service can be consistently delivered. Therefore, it is anticipated that when both elements are strong and aligned, their synergistic impact on customer satisfaction will be evident. This study seeks to empirically test this combined influence within the specific operational context of PT. XYZ.

These hypotheses are based on the premise that responsive and reliable agency services improve customer value perceptions. Additionally, a clear business strategy that includes competitive positioning and service innovation fosters customer satisfaction. This study seeks to empirically test these theoretical links in the context of PT. XYZ and explore the possible synergistic effects of these two crucial elements.

This posits an enhanced Branch Service such as prompt responses and precise information and a robust Business Strategy, including competitive positioning

and innovative services, directly contribute to increased customer satisfaction. This concept is grounded in established business principles that connect service quality, strategic planning, and customer relationships. Ultimately, the study aims to demonstrate how PT. XYZ can elevate customer satisfaction by improving both its service delivery and overall business strategy. Framework of Thought in Figure 2.

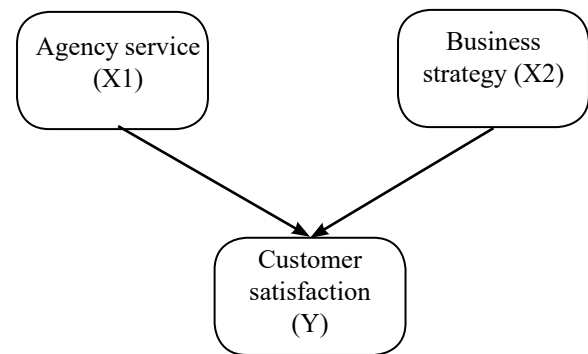


Figure 2. Framework of thought

RESULTS

Respondent Characteristic

The distribution of respondent characteristic by gender, the number of male respondents is 52 (69%) and female respondents is 25 (31%). The majority of the user's is staffs. The distribution of respondent characteristic by age, which amounted to 77 respondents, the distribution of respondents aged under 41 years is 26 (34%), aged 31-40 years is 48 (62%), and 21-30 years is 3 (3.9%). The majority of user is 31-40 years of respondent, which amounted to 77 respondents, the most dominant level of education is S1 (Bachelor's degree) with 41 respondents (53%), followed by Diploma with 26 respondents (34%), S2 (Master's degree) with 8 respondents (10%), and high school with 2 respondents (3%).

Service Variable (X1)

From the Table 2, the conclusion value is 52.5 with a standard deviation of 12.1. The value variable the min value of 12.8 to the highest score of 64.9 with a range of 51.9.

Descriptive Statistics of Plan Operation (X2)

From the Table 3 is 17.8 with a std dev of 3.8. The score of the business ranges from the min of 4 to the highest score of 20 with a range of 16. The distribution of frequencies for business strategy is as follows:

Descriptive Statistics Of Customer Satisfaction Variable (Y)

According to Table 4, a score at 37.5, a std deviation of 8.7. A User loyalty scores vary from a min values of 9 to a max of 45, resulting in ranges of 36.

Reliability Test

In SEM analysis, SmartPLS is used to calculate reliability values, which are displayed on both the inner and outer aspects of the structural model. The inner side shows indicator reliability and internal consistency reliability, while the outer side presents path values. In SmartPLS, indicator is evaluated through a composite reliable. For a construct to be accepted, both reliability values must exceed 0.70 (Ruben et al. 2020).

Table 5, X1 is the Agency Service, X2 is Business Strategy, and Y is Customer Satisfaction. The table shows that all variables Reliability Test Results of the Preliminary Study (trial n=30) .

Evaluation Of Measurement (Outer) Model

From the data processing of the loading factor that can be seen it. Here is a concise paraphrase of the provided text:

1. The following outlines the factor values for a indicator, highlighting maximum and minimum valuet results. For brances operation value, the highest value is 0.96 for X1 , while the lowest is 0.78 for X1 10. This state is all agency service indicators are valid for measuring their constructs and are suitable for research.
2. In the highest value is 0.97 for as X2 1, with the lowest at 0.90 for X2 30. This confirms that all business strategy indicators effectively measure their constructs and can be utilised in research.
3. Regarding user loyalty, the highest loading factor is 0.95 for statement Y 3, whereas the lowest is 0.8 for Y 5. This demonstrates that all customer satisfaction indicators are valid for measuring their constructs and are applicable for research purposes.

Table 2. Descriptive Statistics of Agency Service Variable X1

Parameter	VAL
N1 (Valid)	76
N2 (Missing)	0
M	52.5
Sandart. Dv	12.1
R	51.9
Min	12.8
Max	64.9
Sumarries	4107.8

Table 3. Descriptive Statistics of Agency Service

Parameter	VAL
N 1	76.9
N 2	0
M	17.8
Sandard Dv	3.8
R	15.9
Min	4.0
Max	20.0
Sumarries	1290.0

Table 4. Descriptive Statistics of Customer Satisfaction Variable (Y)

Parameter	Val
N1	77
N2	0
M	37.5
Sandard. Dv	8.7
R	36.0
Min	9.0
Max	45.0
Sumarries	2887.0

Table 5. Reliability Test Results of The Preliminary Study with Trial n=30

Variable	Cronbach's Alpha	Composite Reliability
X1	0.96	0.96
X2	0.94	0.96
Y	0.95	0.96

Structural Model Testing (Inner Model)

After the estimated model meets the Outer Model criteria, the researcher then conducts a Structural Model (Inner Model) test. The stages of testing the structural model or inner model are carried out by performing the following steps:

Evaluation of Goodness of Fit Model (GoF)

The analysis indicates that the GoF in Table 6 reflects high values for all variables. The PLS model results in Table 7 reveal an NFI value of 0.66, indicating a good fit. It is suitable for testing the research hypothesis.

F R-Square

The F-square test assesses the strength of the influence of predictor latent variables, as illustrated in Table 8. The interpretations of the F-square effect sizes in Table 8 are as follows:

- The agency service has an F-square value of 0.76, indicating “strong” loyal.
- The F-square value of 0.13, suggesting a “low” impact user loyalty.

R-Square

In evaluating the structural model using PLS, Table 9 presents the R-Square value of 0.86, suggesting that 86.3% of the variability in customer satisfaction can be attributed to variations in agency service and business strategy. Additionally, the adjusted R-squared value for customer satisfaction is 0.86, indicating a strong model fit. This signifies that customer satisfaction is explained by these two variables at a rate of 86%. The use of Adjusted R-squared is important, as adding more variables does not necessarily enhance the value.

Hypothesis Testing of Direct Influence

In the hypothesis test (Table 10), significance probability and the t-statistic value are evaluated. The significance probability is assessed by comparing p-values to an alpha level of 5% (or 0.05), with a t-table value of 1.99. The hypothesis is accepted if the t-count is greater than the t-table value. This test aims to evaluate three hypotheses:

- Agency service positively and significantly affects customer satisfaction at PT. XYZ, BenLine Agencies Indonesia.
- Business strategy positively and significantly impacts customer satisfaction at PT. XYZ, Ben shipping.
- The impact of agency service user loyalty equals 0, indicating no effect at PT. XYZ, Ben Line shipping.

Ha: $\beta_1 = 0$: The agency service at PT. XYZ, representing Ben Line Agencies Indonesia, has a notable and

significant positive impact on customer satisfaction, as indicated by a parameter coefficient of 0.67. The t-Statistics of 5.18 exceeds the critical val of 1.99 (with $n = 77$ and $\alpha = 0.05$), and the p-value of 0.000 is below 0.05, confirming the significance of this influence. Thus, H₀ is rejected and H_a accepted, demonstrating a clear positive correlation.

Similarly, the direct impact of user loyalty is also significant. The pr coeff is 0.22, with a t-Statistics of 2.11, which surpasses the critical value of 1.99, and a p-value of 0.04, which is less than 0.05. This leads to the rejection of H₀ and acceptance of H_a, affirming that business strategy positively influences customer satisfaction at PT. XYZ.

Impact Hypothesis result

To evaluate that both agency service simultaneously affect user loyalty at PT. XYZ, a branch of Ben Line shipping. R² value stands at 0.863 (86.3%). With 2 independent variables (k) and 77 research samples (n), and a significance level of $\alpha = 5\%$, the Fcount = 233.073 and Ftable = 3.12. This shows that the null hypothesis is rejected while the alternative hypothesis is accepted. This shows that both agency services and business strategies have a significant effect on customer satisfaction at PT. XYZ.

Table 6. Table Goodness of Fit

Const	AVR	R Sq	AV x R Sq
X1	0.75		0.65
X2	0.87	0.86	0.75
Y	0.83		0.72
Average GoF			0.70

Table 7. Table Model Fit

Test	Standard Model (Strated Mdl)	Estimated Model (Est Mdl)
SRMR	0.06	0.06
d ULS	1.24	1.24
d G	5.04	5.04
Chi-Square	1270	1270
NFI	0.66	0.66

Table 8. Table F R-Square Results

Y	User loyalty (Y)	
X1	0.76	Agency Service (X1)
X2	0.13	Business Strategy (X2)

Table 9. Results of the Determination Coefficient Test

	R Square	R Square Adjusted
User loyalty (Y)	0.86	0.86

Table 10. Table of Direct Influence

Direct Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values	Sig.
Agency Service (X1) → Customer Satisfaction (Y)	0.67	5.18	0.000	Significant Positive Influence
Business Strategy (X2) → Customer Satisfaction (Y)	0.28	2.11	0.04	Significant Positive Influence

Managerial Implication

Based on the findings, managers at PT. XYZ, and within the broader ship agency sector in Indonesia, should prioritize initiatives that demonstrably enhance both agency service quality and the implementation of clear, customer-centric business strategies. Specifically, investing in technologies that streamline port call processes, such as improved integration with the Inaportnet system, can significantly reduce operational delays and document processing times, directly addressing a key area of customer dissatisfaction.

The Services on loyal Customer at PT. XYZ, Representative of branch Ben Line Indonesia

The current study's finding that agency service significantly and positively influences customer satisfaction (Original Sample/ β = 0.67, T-statistic = 5.18, p-value = 0.000) at PT. XYZ Representative of Ben Line Agencies Indonesia resonates with and extends existing research. For instance, Adi et al. (2021) similarly found a positive relationship between agency services and customer satisfaction in the Indonesian shipping industry, underscoring the foundational role of effective service delivery. Furthermore, the observed strong effect size, as indicated by an F-square value of 0.76, suggests that for PT. XYZ, the consistent delivery of responsive communication and accurate information is particularly crucial in the Indonesian maritime sector. While broader service quality models highlight multiple dimensions, the present results emphasize the paramount importance of these core agency service competencies in driving customer satisfaction within this specific operational environment, likely due to the high-stakes nature of maritime logistics and client expectations for direct, reliable support. This not only supports established service-profit chain theories but also provides a clear directive for PT. XYZ to prioritize and continually enhance its agency service capabilities.

The Impact of Business Strategy on Customer Satisfaction

This research also establishes a good and impact of strategy at user loyalty (Original Sample/ β = 0.28, T-statistic = 2.11, p-value = 0.04) at PT. XYZ. This finding aligns with the work of Jordaan and Badenhorst (2022), who found a conclusive link between businesses having a clear business strategy and achieving high levels of customer satisfaction in a different economic context. Although the F-square value of 0.13 indicates a "low" to "medium" effect size for business strategy in this study, its significance cannot be understated. For PT. XYZ, this suggests that while daily agency service execution has a more immediate impact, a well-defined and consistently pursued business strategy perhaps focusing on differentiation or specific market niches provides the necessary direction and resource allocation that ultimately contributes to meeting customer needs and expectations. The clarity of business purpose, as highlighted by Jordaan and Badenhorst (2022), likely translates into more coherent service offerings and customer experiences over time, thus fostering satisfaction.

The Agency Service and Business Innovation on loyal Customer

Furthermore, this study confirms a good impact of agency service and business strategy on customer satisfaction at PT. XYZ, as evidenced by the F-count of 233.073 which is substantially greater than the F-table value of 3.12. The combined model explains a remarkable 86.3% of the variance in customer satisfaction (R-Square = 0.86; Adjusted R-Square = 0.86), indicating a strong goodness-of-fit and high predictive power. This finding logically extends the individual positive impacts of agency service (Adi et al. 2021) and business strategy (Jordaan & Badenhorst, 2022). It suggests a synergistic relationship where effective agency services are

likely enhanced and guided by a coherent business strategy, and vice-versa. For PT. XYZ, this implies that optimizing customer satisfaction is not merely about excelling in one area, but about the strategic alignment and combined strength of both operational service delivery and overarching business direction. The high R-square value underscores that these two constructs together are primary drivers of customer satisfaction in this context, leaving only 13.7% of variability to other unmeasured factors, which is a strong indicator for managerial focus.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This study underscores the significant impact of both agency service quality and business strategy on customer satisfaction within the Indonesian ship agency sector, specifically focusing on PT. XYZ. The analysis revealed that a strong, positive relationship exists between effective agency services and customer satisfaction, highlighting the critical importance of operational efficiency, responsiveness, and accurate information provision. While business strategy also positively influenced satisfaction, its impact was less pronounced, suggesting that core service delivery is paramount. These insights contribute to a deeper understanding of how ship agency firms can optimize their operations and strategic approaches to enhance customer loyalty and compete effectively in the Indonesian maritime market. The findings provide a direct path to a deeper understanding of the critical operational and strategic factors.

Recommendations

Future studies should broaden their scope beyond PT. XYZ to encompass a wider range of ship agency firms across different Indonesian ports and with varying operational scales. This would clear the industry-wide dynamics and also the generalizability of the findings. Additionally, incorporating longitudinal research designs, tracking customer satisfaction and operational metrics over time, could offer valuable insights into the long-term impacts of service improvements and strategic initiatives. Further exploration could also analyze the impact from each indicator, from agency services, business strategy, and customer satisfaction.

Further, the qualitative research to strengthen the data by interviewing the customers. So, the researcher can deeply know the customer's perception. Finally, compare between local and foreign agency companies to find out the gap. These explorations will provide comprehensive data and will be such a helpful insight.

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