International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Analysis Of Customer Service In The Shipping Industry To Improve B2b Customer Service Quality At Pt. Xyz

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Abstract

Competition in the shipping services industry is driving companies to continuously improve service quality, particularly in meeting the needs of business-to-business (B2B) customers. At PT. XYZ, service challenges still exist in the form of delays in responding to customer messages during peak hours. Response wait times can reach 45–60 minutes, while the company has set a maximum response time limit of 5 minutes. This study was conducted to understand the stages of customer service, examine its implementation in serving B2B customers, and formulate improvement proposals to enhance service quality. A qualitative approach using the case study method was employed. Research data were collected through interviews, observations, and documentation, and then analyzed using the Miles and Huberman model. To examine the causes of delays and determine corrective actions, this study applied fishbone analysis and the 5W+1H method. The results showed that the service was supported by adequate work facilities and communication tools. The customer service team was also able to convey information accurately and consistently, communicate politely, and handle customer issues and needs according to their level of urgency. Nevertheless, response delays were still influenced by limited staff, the receipt-generation process, the customer account transfer process, and coordination with relevant departments to obtain shipping information. To address these challenges, several improvement proposals were put forward, including increasing the number of customer service staff, streamlining the receipt-generation process, implementing automated replies as an initial response, expanding access to shipping information, and inspecting and improving work facilities.

Keywords: ***Customer Service, Service Quality, B2B Customers, Shipping Services***

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INTRODUCTION

The rapid development of shipping services has also driven the growth in the number of freight forwarding companies in Indonesia. According to 2024 data from the Central Statistics Agency (2025), there are approximately 16,080 warehousing, freight forwarding, and courier businesses spread across Indonesia. This situation indicates that the shipping services industry is experiencing growth while simultaneously facing increasingly intense competition. Therefore, companies need to prioritize service quality to maintain customer trust and satisfaction. One key component in providing service to customers is customer service. In shipping service companies, customer service is responsible for providing information on rates, estimated delivery times, and shipment status, as well as handling customer complaints. Responsive, friendly, and professional service is essential to effectively meet customer needs and build trust in the company.

PT. XYZ is a shipping service company established in 2021 that offers various domestic shipping services, such as standard, express, economy, truck rental, and motorcycle shipping. In 2026, the company also began offering freight forwarder services to meet international shipping needs via air and sea. In conducting its operations, PT. XYZ serves both individual and corporate customers, including business-to-business (B2B) clients. Based on PT. XYZ internal data for 2026, the number of shipments from January through April fluctuated. In January, there were 630 shipments, increasing to 825 in February, then decreasing to 781 in March and 766 in April. This high volume of shipments also increased customer service activity, particularly in providing information, responding to messages, and handling complaints from B2B customers.

Based on observations, delays in responding to B2B customer messages were noted during peak hours, specifically from 8:00–9:30 a.m., 1:00–2:00 p.m., and 4:30–5:00 p.m. Under these conditions, customer service response times can reach 45–60 minutes, whereas the company's operational standards set a maximum response time of 5 minutes. These delays indicate a gap between the service standards established by the company and the actual delivery of service on the ground. This situation has the potential to affect service quality and B2B customer satisfaction.

Previous research on service quality can be used to understand the importance of a company's ability to meet customer needs. Ismail (2023) study, for example, examines the quality of package delivery services at PT Pos Indonesia in Palopo. Meanwhile, Mokoginta et al., (2023) examined service quality and public satisfaction at the Manado Administrative Court. Both studies provide context regarding service quality issues in service organizations. However, the focus of this study differs because it is directed at customer service provided to B2B customers at a package delivery company, specifically regarding response times and work processes that affect service.

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This difference in focus forms the basis for the gap analysis in this study. The issues examined relate not only to customers' evaluations of service but also to service workflows, the execution of customer service tasks, and the challenges that arise when customer messages must be handled concurrently with other tasks. Thus, the unique aspect or novelty of this study lies in its examination of delays in responding to B2B customers within the context of the customer service process at PT XYZ shipping service, as well as the use of root cause analysis to formulate improvement recommendations tailored to the company's specific conditions. Given these issues, an analysis of customer service in handling B2B customers is needed, including the factors causing response delays and the measures that can be taken to improve service quality. Therefore, this study aims to analyze the customer service of a shipping service provider in improving the quality of B2B customer service at PT. XYZ.

OBJECTIVES

This article intends

1. Understand the current customer service workflow at PT. XYZ
2. Analyze how customer service operations support improvements in service quality for B2B customers at PT. XYZ
3. Identify the measures PT. XYZ customer service department will implement to improve service quality for B2B customers

METHODS

This study employs a qualitative approach using the case study method. The qualitative approach is used to comprehensively understand a phenomenon based on conditions observed in the field (Fiantika Rita et al., 2022). Meanwhile, a case study is used to delve deeper into a specific process or activity so that the issue under investigation can be understood more clearly (Sugiyono, 2018; Hardani et al., 2020). This method was chosen to analyze the implementation of customer service in serving B2B customers at PT. XYZ, including the challenges faced and efforts to improve service quality. Research informants were selected using purposive sampling, which involves selecting informants based on their relevance and involvement in the research issue (Sugiyono, 2023). There were four informants: one Commercial Supervisor, one B2B customer service representative, and two B2B customers of PT. XYZ.

Data collection was conducted through semi-structured interviews, observation, and documentation. Interviews were used to obtain more in-depth information regarding the informants' experiences and perspectives (Sugiyono, 2023; Sumbodo et al., 2024). Observation was conducted to directly observe customer service activities, while documentation was used to supplement the research data. These three techniques were

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used to obtain complementary information. Data validity was tested using source triangulation and methodological triangulation. Triangulation was performed by comparing information from several informants and verifying the consistency of interview results with observations and documentation (Sugiyono, 2023; Fiantika Rita et al., 2022).

Data analysis utilized the Miles and Huberman model, which includes data collection, data reduction, data presentation, as well as drawing conclusions and verification (Miles and Huberman, 1992, as cited in Sugiyono, 2023). During the presentation and analysis stages, the study also employed Fishbone Analysis to identify the factors causing delays in customer service responses. The stages of problem identification and grouping of causal factors were based (Tarumingkeng, 2025). Subsequently, the 5W+1H method was used to formulate improvement proposals based on the identified issues.

DISCUSSION

Customer Service Process for B2B Customers at PT. XYZ

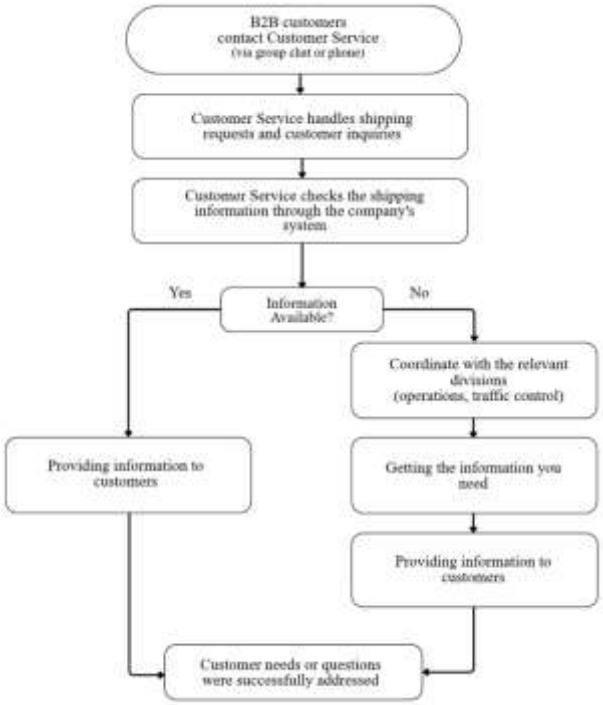


Figure 1: B2B Customer Service Workflow

The service workflow begins in Figure 1 is when a B2B customer contacts customer service. After receiving a message or phone call, the customer service

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representative first assesses the customer's needs and gathers the necessary information. Next, they check the company's system to verify shipping details, such as the status of the goods, delivery schedule, pricing, and other shipping requirements. If the required information is available, the customer service representative can immediately provide it to the B2B customer. However, if the information is not yet available or has not been updated in the system, customer service must coordinate with the operations or traffic control department via group chat or phone. After obtaining the appropriate information, customer service relays it back to the B2B customer.

The service is considered complete once the customer's questions or needs have been addressed and the information provided meets the customer's requirements. If there are additional questions, the service process will continue according to the B2B customer's needs. Based on this workflow, it is clear that customer service at PT. XYZ is not limited to simply receiving and replying to messages but also involves verifying information and coordinating with other departments. These steps are taken to ensure that the information provided to the customer matches the actual shipping status. However, the verification and coordination processes may require additional time, especially when information is not yet available in the system.

Implementation of Customer Service in Improving the Quality of B2B Customer Service

The implementation of customer service at PT. XYZ was analyzed using five dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Based on interviews with internal informants and B2B customers, and supported by observations and documentation, the following findings were obtained.

Tangibles

Based on the research findings, the facilities used by PT. XYZ customer service team to serve B2B customers include computers, laptops, cell phones, headphones, WhatsApp, and the company's system for checking information and generating shipping receipts. These facilities have facilitated the work of the customer service team, from receiving messages and phone calls, retrieving shipping information, coordinating with other departments, to generating shipping receipts.

The WhatsApp communication platform also makes it easier for B2B customers to submit questions and shipping requests, as each customer is part of a dedicated communication group with customer service. However, there are still issues with loose connections on laptops and computers, which sometimes cause the devices to shut down and disrupt work. Additionally, the process of generating shipping receipts is still time-consuming because customer service representatives must log into each B2B customer's

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account individually. Thus, while the available service facilities sufficiently support customer service activities, there are still several technical challenges and issues with system usage that need to be addressed to ensure more effective service delivery.

Reliability

In the Reliability dimension, the research findings indicate that customer service representatives strive to provide information that accurately reflects shipping conditions. Before answering B2B customers' questions, customer service representatives first verify the information through the company's system, particularly when the requested information pertains to shipment status, delivery schedules, rates, and shipping requirements. If the information is not yet available, customer service will contact the operations or traffic control department to confirm its accuracy before conveying it to the customer. Service is also provided through the same steps to ensure customers receive information tailored to their needs.

Interview results with B2B customers indicate that the information provided by customer service aligns with actual shipping conditions. This demonstrates that customer service not only strives to provide quick responses but also prioritizes the accuracy of the information conveyed. Thus, the reliability aspect of the service is functioning quite well.

Responsiveness

In the Responsiveness dimension, the research results show that customer service strives to respond to B2B customers by prioritizing incoming messages on a first-come, first-served basis. The company has also established a maximum response time standard of 5 minutes. However, in practice, delays still occur, particularly during peak hours: 8:00–9:30 a.m., 1:00–2:00 p.m., and 4:30–5:00 p.m. During these times, messages from B2B customers may arrive simultaneously, while service is handled by only one customer service representative who is also responsible for generating shipping receipts. This situation forces the representative to switch between tasks, causing some customers to wait longer for a response. Based on observations, response times during peak hours can reach 45–60 minutes, exceeding the company's standard.

Nevertheless, B2B customers consider the customer service team to be quite responsive in assisting with shipping issues. Customer service representatives investigate the problem, conduct checks, and coordinate with relevant departments to provide information or solutions to customers. These results indicate that customer service demonstrates responsiveness in assisting and addressing customer needs, but the speed of responses still needs improvement. Limited staffing and the need to handle multiple tasks simultaneously are the main obstacles to meeting service time standards.

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Assurance

In the Assurance dimension, the research findings indicate that PT. XYZ customer service team provides service with a polite, friendly, and calm demeanor when communicating with B2B customers. This demeanor is consistently maintained, even when customers voice complaints or are emotionally distressed. When handling complaints, customer service representatives do not make immediate decisions but first verify the issue by consulting the relevant departments. If problems such as lost, damaged, or missing items are found to be due to the company's error, customer service will assist with the claims process in accordance with applicable regulations.

In addition, customer service representatives possess a basic understanding of services and shipping processes, enabling them to answer customer inquiries effectively. If there is information they do not yet know, customer service representatives will first consult a supervisor or the relevant department. Thus, service in the area of guarantees is functioning quite well through a polite attitude, the ability to handle complaints, and knowledge of shipping. However, resolving some complaints still takes time because they must first undergo verification and coordination.

Empathy

In the Empathy dimension, the research results show that customer service representatives strive to understand the needs of each B2B customer, as each customer has different shipping requests. These needs include routine shipments, the number of vehicles, destination addresses, delivery schedules, and urgent shipping requests. To meet these needs, customer service representatives make an effort to remember customers' habits and requests so that service can be tailored to each individual's needs.

B2B customers can also contact customer service outside of business hours via WhatsApp. However, not all messages received outside of business hours can be addressed immediately. Customer service will first assess the urgency of the request. If the request is urgent, the information will be forwarded to the division on duty. Meanwhile, non-urgent requests will be handled during the next business hours. This demonstrates that customer service has made an effort to address the needs of B2B customers by tailoring service based on requests and urgency levels. Thus, the aspect of empathy in service delivery is functioning quite well.

Based on these five dimensions, it is evident that PT. XYZ customer service is performing quite well in terms of facilities, accuracy of information, service attitude, complaint handling, and understanding of B2B customer needs. However, the aspect of response speed remains an area that requires attention. Therefore, improvements to work processes and facility support are needed so that service can be delivered more optimally.

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Efforts to Improve the Quality of Customer Service for B2B Customers

Based on the research findings, the most prominent issue in PT. XYZ customer service is delayed responses to B2B customers, particularly when messages arrive simultaneously during peak hours. To identify the causes of this issue, this study employed Fishbone Analysis using the 5P approach: People, Process, Policy, Place, and Product. The stages of this analysis align with Tarumingkeng (2025) explanation



Figure 2 Fishbone Analysis of the Causes of Delays in Responding to B2B Customer Messages

regarding the use of Fishbone Analysis to identify problems and their underlying causes. The analysis results in Figure 2 is show that the People factor relates to having only one customer service representative who must handle customer messages while simultaneously generating receipts. The Process factor relates to verifying information, coordinating with the operations or traffic control division, the process of generating receipts through customer accounts one by one, and the lack of an automatic reply feature. The “Policy” factor relates to the maximum response time standard of 5 minutes, which cannot be met during peak hours. The “Place” factor relates to connectivity issues with laptops and computers, which sometimes cause the computers to shut down. Meanwhile, the “Product” factor relates to shipping information and status, which are sometimes not updated in the system, requiring customers to contact customer service for further information.

Of these five factors, People and Process are the factors most closely related to response delays. This is because a single customer service representative must handle multiple tasks simultaneously, while the process of verifying and generating receipts also takes time. The other factors still influence the smooth operation of the service, although they are not the primary causes. Furthermore, the results of this analysis were used as the basis for formulating improvement proposals using the 5W+1H method. The improvements are aimed at reducing response delays through task delegation,

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simplifying the waybill generation process, making it easier to obtain shipping information, and improving work facilities. Some measures that PT. XYZ may consider are as follows.

Task Delegation for Receipt Generation

Based on the research findings, B2B customer service is handled by only one customer service representative, who is responsible for both replying to messages and generating receipts. Therefore, the company may consider delegating the task of generating receipts to another department to ensure smoother service operations. With this delegation, response times to customers are expected to be faster.

This proposal aligns with the research by Syahfitri et al., (2025), which explains that a workload exceeding an employee's capacity can hinder task completion. Therefore, task delegation can be one way to reduce the workload handled by customer service representatives.

Use of the Automatic Reply Feature

PT. XYZ has not yet utilized the automatic reply feature on WhatsApp to provide initial notifications to customers. The company may consider implementing this feature so that customers know their messages have been received and will be addressed by customer service shortly. These automatic replies do not replace the work of customer service representatives but can serve as temporary notifications when staff are assisting other customers or processing order receipts.

The use of this feature is supported by research by Putri et al., (2026), which discusses the use of automated WhatsApp messages to help improve response times to customers. Thus, the automated reply feature can be considered as an initial notification when customer service is unable to provide an immediate response.

Providing Access to Shipping Information

PT. XYZ already has a system for checking tracking numbers and tracking shipments. However, when information is not yet available or has not been updated, customer service representatives need to contact the operations or traffic control departments to obtain further information. The company may consider granting customer service representatives access to view vehicle location information and shipment status updates through McEasy as well as the systems used by the operations department. This would allow customer service representatives to obtain information more easily before responding to B2B customers. If information is still unavailable, coordination with the relevant division remains necessary.

This proposal is related to the research by Anwar & Wardhani (2026), which discusses the use of operational information systems to facilitate the provision of data

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and information more quickly and accurately. Access to operational information is expected to help customer service representatives obtain shipping details before communicating them to B2B customers.

Maintenance and Inspection of Work Facilities

The available work facilities have supported service activities, but there are still issues with loose laptop and computer connections, which sometimes cause the computers to shut down. To address this, the company can conduct periodic inspections of work facilities every one or two months. These inspections can be carried out by personnel responsible for the company's facilities to ensure that computers, laptops, and other devices are functioning properly. Consequently, technical disruptions that could hinder customer service operations can be minimized.

This recommendation aligns with the research by Putri et al., (2023), which discusses the importance of managing facilities and infrastructure to ensure they are used optimally. Therefore, periodic inspections are necessary to maintain the condition of the work facilities used in service activities.

Based on the results of the Fishbone and 5W+1H analyses, efforts to improve the quality of customer service at PT. XYZ should focus on task allocation, automated reply features, ease of accessing shipping information, and the condition of work facilities. These recommendations are expected to help reduce wait times for B2B customers and support the company's compliance with response time standards. With faster service that maintains the accuracy of information, the needs of B2B customers are expected to be better met.

CONCLUSION

Based on the results of a study analyzing how customer service in the shipping industry improves B2B customer service quality at PT. XYZ, it can be concluded that the service process begins when a B2B customer contacts customer service to submit a question or shipping request. Next, customer service verifies the information through the company's system. If the information is not yet available, customer service coordinates with the operations or traffic control department via group chat or phone before providing the information to the customer.

The delivery of customer service to B2B customers has been performing quite well based on the five dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. This is evident from the availability of facilities and communication channels, the accuracy of the information provided, polite attitudes and the ability to handle complaints, as well as attention to customer needs. However, there are still issues with delayed responses during peak hours, which can reach 45–60

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minutes, while the company's standard response time is a maximum of 5 minutes. This situation is related to the limited number of customer service representatives, the task of generating receipts, the information verification process, and workplace facility constraints.

Measures PT. XYZ can consider to improve service quality include delegating the task of generating shipping receipts to other divisions, using WhatsApp's automatic reply feature for initial notifications, granting customer service representatives access to shipping information via McEasy and the operational system, and conducting regular inspections and repairs of work facilities. These efforts are expected to reduce response delays and help improve the quality of service provided to B2B customers.

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