

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

Based on the analysis from previous chapters, the author summarizes this research and also provides a reference for JICT Management in enhancing the performance from each perspective of the Balanced Scorecard. Particularly, in areas where it needs improvement.

A. Conclusion

As a conclusion, the author can find an indicator for performance measurement at JICT to understand not only on leading indicators that represent the past performances but also leading indicators that can give JICT an outline for future reference. Using Balanced Scorecard approach to measure JICT performance is giving an outlook of JICT performance from 4 (four) perspectives and in fact, even JICT is the largest container terminal in Indonesia, there are areas that JICT need further improvement, which can be summarized as follows:

1. The empathy dimension in customer perspective need to be improved as customer's opinion indicated that JICT is still low in empathy performance. The gap between customer perception and expectation is -0.42, which reflects to 68.89% of Customer Satisfaction Level. While, the other 4 (four) dimensions in customer perspective achieved the rating above 75% in average of customer satisfaction level.
2. The Innovation products of JICT considered to be unsatisfactory with the average 68.06% of Customer Satisfaction Level. The big gap is on the SMS tracking (LSC = 55.56%) due to the inaccuracy of data provided. The author found out that the lack of data accuracy produced from SMS application was contributed by the lack of discipline from the staff and also some technical problems. In this case, the issue of discipline

correlates to HR policy in implementing a proper reward and punishment scheme, in order to ensure all the parties involved conducting their job in efficient and effective ways.

3. Collection Period in Financial perspective has been declined from only 17 days in year 2005 becoming 26 days in year 2007. The increased of Collection Period due to the increased of Account Receivables. One of JICT big customer (PT. A) always paid more than the credit period (8 days) stipulated in the general JICT term & condition. Referring to the agreement between JICT and PT.A, the credit period can be extended until 30 days. This agreement is subjected to further review in every 2 (two) years.
4. The overall performance of PT. Jakarta International Container Terminal as a container port operator, can be categorized as a “Good” company, after being measured with Balanced Scorecard approach using 4 (four) dimensions of financial, customer, internal business process and learning & growth perspectives. This result has to be maintained by JICT and further, it still can be enhanced to fill up the gap between customer perception and expectation.

B. Recommendation

The performance measurement using 4 (four) perspectives has given some highlights for JICT management to particularly giving attention to some specific areas that needs to be improved:

1. For the financial perspective, JICT need to enhance the particular indicator which is the Collection Period. This can be improved by negotiating with the customer to strictly follow JICT regulation for its credit period of 8 (eight) days payment after invoice issuance.

2. For empathy dimension of customer perspective, JICT need to enhance its performance particularly for the way of staff in responding to customer problem and also customer care services. This can be done by:
 - Socializing on customer problems and queries to internal staff in operation, planning, billing, gatehouse and other unit involved, to get their understanding on how important they are in service delivery chain.
 - Creating a “bridge” between Internal function and Customer, as a mediator to bring a solution and balance the needs of both parties.These actions can be in placed if all the units involved moving in the same direction, and it is the management that needs to orchestrate its employees to deliver the best service to customer in order to minimize the gap between customer perception and expectation.
3. In the internal business process, JICT needs to enhance its application on the Innovation side, in which most of the customer perception is not relatively satisfied with the output. This can be improved by:
 - making a review on the data accuracy being produced and the system that JICT currently utilize through process redesign and reengineering system.
 - Instructing people to follow the system and procedure in discipline manner.
 - providing a system and procedure that enable the management to trace where is the missing link or the failure enabler to avoid the corrupt data being produced in the system.
 - Arranging more training for systems application and reviewing the implementation, in order to monitor the result of application.

As a closing recommendation, JICT needs to measure its performance on yearly basis to enable the management recognize the weakness and at the same time optimizing its strength. It requires great effort internally to exploit its intangible asset to grow the business, anticipate customer expectation and optimize its performance to meet the world class standard of container port operator.

The author hopes that this thesis will open an opportunity for other researchers to look at other areas in this object of research for further analysis and finally can contribute to the improvement of container port services.

