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IMPACT OF DELIVERY ORDER ISSUANCE ON CARGO RECEIPT OPERATIONS AT TANJUNG PRIOK PORT - INDONESIA

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Abstract: Timely issuing of Delivery Orders is essential in receiving goods at the Port. The uncertainty of issuing Delivery Orders is the main problem often experienced by importers. This study aims to comprehensively analyze the consequences of the delay in issuing Delivery Orders for importers, particularly its impact on the efficiency of goods-receiving processes, and to identify solutions to address these issues. This research used a qualitative approach for data collection by interviews, observations, and documentation involving stakeholders, five importers, and five freight forwarding. The data collected was then analyzed using the (Miles & Huberman, 2014) analytical model. The results showed that the uncertainty of the issuance of Delivery Orders had various negative impacts that harmed multiple parties involved, especially importers. The government must be engaged by making policies that regulate the time limit for issuing Delivery Orders. Also, the shipping party must increase transparency and communication with importers.

Keywords: *Delivery Order, Receiving Process, Freight Forwarding, Sea Port, Incoming Cargo*

1. Introduction

Import is one of the critical aspects of international trade, where a country or region buys goods and services from abroad for use within the area. Governments, companies, or individuals can carry out these activities. Imports help meet the needs of goods and services not produced domestically or to meet greater demand. The import process involves contract negotiations with foreign suppliers, international transportation arrangements, fulfillment of customs requirements and import regulations, and other administrations. Importers must comply with their country's laws and regulations, including paying import duties taxes and fulfilling required import documents. Running the import process smoothly often requires help from freight forwarding, who take care of various aspects of logistics, paperwork, and related payments. According to the 2010 Government Regulation (Peraturan Pemerintah, 2010), Freight forwarding is a business activity that includes the entire process needed to organize the delivery and receipt of goods through various modes of transportation such as land, rail, sea, and air. Freight forwarding is an intermediary between importers or exporters and multiple logistics service providers, such as airlines, shipping companies, port operators, and other related service providers. The primary role of freight forwarding is coordinating

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the overall supply chain and handling all paperwork and permits required for freight forwarding.

In the context of importing goods, especially in international trade, there are various documents and procedures to be followed to regulate the shipment of goods from foreign suppliers to domestic importers. Success in the import process depends mainly on the completeness and timeliness of the documents involved. One document that has an essential role in this stage is the Delivery Order. A delivery order is a written letter issued by an authority, such as a shipping company or shipping agent, to the consignee or importer. This document is provided after the payment of shipping costs is complete, and the import process is whole (Pu & Lam, 2021). Its function is to authorize the consignee to pick up imported goods arriving at the destination port or airport. Delivery Order contains vital information, such as the recipient's name, description of the goods, container number, and instructions for picking up the goods, including the pick-up location.

Efficiency and accuracy in issuing Delivery Orders are significant to avoid delivery delays, additional costs, and potential legal problems that may arise. However, in a practical context, the issuance of Delivery Orders in the supply chain in international trade is often faced with various challenges and problems. This is often experienced by importers, and freight forwarding companies that assist the importer in all management of import activities. In the issuance of Delivery Orders, importers often experience time uncertainty both in notification of costs for the issuance of Delivery Orders to the time of issuance of Delivery Orders. This problem causes many losses for importers and involved parties in the import process, where the issuance of Delivery Orders is significant for the smooth running of further activities, such as making Notifications of Import Goods (PIB) to pick up goods.

Based on this background, the author is interested in conducting research entitled "IMPACT OF DELIVERY ORDER ISSUANCE ON CARGO RECEIPT OPERATIONS AT TANJUNG PRIOK PORT - INDONESIA."

This study aims to analyze the implications arising from the issuance of delivery orders for importers and freight forwarding parties who assist importers in handling all import processes at Tanjung Priok Port, Indonesia.

2. Literature review

1. Delivery Order

Sea transport shipping, which provides low-cost, efficient transportation services, is the leading global trade transportation model. However, maritime shipping services involve complex partners. They must deal with many transport documents, which can slow the process of delivering goods from one party to another (Yang, 2019). One could make the case that, as the goods await inland transportation, the vehicles must pass through several checkpoints before reaching the port. Even then, they often have to wait days to load the goods due to inspection delays, documentation, and clearance fees that must be paid before

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goods can be transported (Mawanza et al., 2018). One of the most critical documents including is the Delivery Order.

Delivery Order is a document to hand over goods, stating ownership of goods or cargo issued by the shipping company to the shipper to remove the container from the port. Delivery orders can be obtained by exchanging the bill of lading with the shipping company (Dwi et al., 2020)

Delivery Order is an essential document issued by a shipping agent or port operator. Its function is vital, such as an official permit to take goods from the port (Nender et al., 2021). The existence of a Delivery Order is significant because, with it, the owner of the goods will be allowed to collect the goods. Furthermore, this document also contributes to upholding the security and dependability of the complete process for releasing goods (Harry Purwoko & Alya Maulina, 2019). This helps ports ensure that goods are only provided to authorized and authorized parties, avoiding the risk of misuse or theft. Moreover, in various countries, there are strict regulations regarding the administration of the import and export of goods, where the Delivery Order is a mandatory document. Therefore, a Delivery Order is crucial in ensuring compliance with applicable regulations so that the release of goods continues to run according to law.

2. Shipping Lines

In international shipping and logistics, shipping companies play a significant role in issuing, exchanging, and using Delivery Order documents. This document is an official authorization issued by a shipping company to the owner or importer of goods, granting permission to pick up goods arriving at their port or terminal. Often, a Delivery Order is obtained by the owner of the goods by exchanging a Bill of Lading document, which is proof of delivery of interests issued by the shipping company (Plomaritou & Voudouris, 2019). Shipping companies also have a vital role in the physical delivery of goods, such as sea transportation. Delivery Orders help coordinate this process, ensuring the match between the goods received by the shipping company and those delivered to the final destination. In addition, shipping companies are responsible for complying with applicable rules and regulations in international trade, including issuing Delivery Order documents by legal and regulatory requirements. This involves close collaboration with various stakeholders, such as shipping agents and port operators. Delivery Order documents are essential in establishing coordination and cooperation in complex supply chains. In this complicated global shipping, the critical role of shipping companies in issuing and using Delivery Order documents is the primary key to maintaining the smooth running of the international logistics process.

Shipping line companies carry out or organize cargo and loading ports to destination ports. They focus on the shipping business by selling sea transportation services to anyone who needs them by operating their ships. The shipping industry involves shipping companies providing logistics services to cargo owners and their representatives in the freight forwarding field (Shin et al., 2017). These services cater to end-consumers and industrial

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buyers, where the latter purchase services to resell. International shipping logistics services are obtained through contracts between shipping companies and customers like shippers or freight forwarding. Cargo owners dealing with shipping lines are considered end-consumers, while freight forwarding or logistics providers reselling these services to small and medium-sized businesses are considered industrial buyers. As providers of maritime transportation services, shipping companies also function as a vital link between cargo owners and the goods delivery process. Close collaboration with stakeholders such as shipping agents and port operators enables them to carry out this role efficiently.

Sea transportation is increasingly developing rapidly for export and import activities. This is because ships have advantages compared to other modes of transportation, namely large cargo capacity, efficient loading and unloading costs, and low transport costs per unit. Improving the quality and service of shipping companies must be carried out as closely as possible and on target to positively contribute to the world of shipping and trade in Indonesia. One of the obstacles faced by shipping companies is the inefficient processing of ship cargo documents. Meanwhile, to meet diverse customer demands, shipping companies must maintain contract flexibility and continue monitoring global trade trends to provide services that suit customer needs and maintain strong long-term cooperative relationships between shippers and carriers.

In global shipping, consumers' choices are influenced by various factors, including sales teams from shipping lines and intermediary companies like freight forwarding. Shippers pick carriers based on cargo-specific service needs, necessitating flexible contracts. Responding to customer demands is crucial in the competitive shipping industry. Direction varies with trade and economic conditions, requiring trend analysis by shipping companies. Shippers with substantial cargo volumes have more negotiating power. Increasing interdependence fosters long-term collaboration between shippers and carriers.

3. *Freight Forwarding*

The freight forwarding sector serves as the essential backbone of every nation's trade, as trade is only made possible through the involvement of freight forwarding and customs clearance. Freight forwarding enhances trade facilitation by streamlining and standardizing international trade processes, encompassing the tasks, methods, and formalities associated with gathering, presenting, transmitting, and managing the necessary data for the movement of goods in the realm of international trade (Mawanza et al., 2018). So, the industry, as the importer company, agrees with freight forwarding as it makes import activities more accessible. They assist clients with customs clearance procedures, ensuring that shipments meet the necessary customs requirements and are processed through customs smoothly (Aini et al., 2022). This is especially important for international shipments. Freight forwarding stays up-to-date with international trade regulations and customs procedures.

In (Permenhub, 2016) states that Freight Forwarding is a business aimed at representing the interests of the owner of goods to take care of all activities necessary for the

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delivery and receipt of goods via land, sea, and air transportation, which can include activities of receiving, storing, sorting, packing, marking, measuring, weighing, managing document completion, publishing transport documents, insurance claims, for the delivery of goods as well as settlement of bills and other costs relating to the delivery of the goods until the goods are received by those entitled to accept them.

To maximize its services, freight forwarding collaborates with other companies, for example, shipping, aviation warehousing companies, and others, all of which can support the movement of export-import goods to the buyer's location on time (Beysenbaev & Dus, 2020). Freight forwarding can offer cargo shipping/receiving services for exports and imports, especially shipping goods using air or sea services and land shipping.

The owner of the goods can authorize the freight forwarding company or Customs Broker to take care of the goods ownership documents by showing a power of attorney. For this reason, freight forwarding often experiences first-hand problems in issuing delivery order letters, such as errors in paying container usage fees, mistakes in calculating costs on invoices, lack of coordination regarding ship schedules at the depot, and lack of thoroughness by company agents using container services in checking documents and hampering the smooth issuance and collection of Delivery Orders from service provider companies (Plomaritou & Voudouris, 2019). In the container industry, it is crucial to address these issues so that processes run smoothly and services are maintained.

4. Importer and Exporter

Exporters and importers are vital participants in international trade and play distinct roles in the movement of goods across borders. The parties involved in issuing delivery orders are the exporter and importer. An exporter is a person/business entity selling and shipping goods or products from a particular port (loading port) to the destination port/unloading port. Exporters are individuals, institutions, or business entities, whether legal or non-legal entities, carrying out exports. Exporters are parties who carry out export activities, both goods produced by themselves and goods obtained from other producers to meet foreign demands their country cannot meet (Permendag, 2021). An exporter is a shipper explicitly focusing on international markets and trade. Exporters are involved in cross-border transactions, and their primary focus is on complying with international trade regulations, customs procedures, and documentation requirements.

On the other hand, An importer is a person/business entity that purchases goods at the national and international level with a trade contract for transportation to the destination port by buying and bringing goods or products into their country from foreign markets. Importers must acquire products or commodities from other countries to meet domestic demand by complying with all applicable regulations (Gian Fikri et al., n.d.). The importer is the party responsible for payment of import duties on imported goods or the official agent acting on behalf of that party.

Every transaction involves responsibilities and entitlements for all parties involved.

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The exporter or seller is responsible for delivering the goods and is entitled to receive payment for the goods they sell. Conversely, the importer or buyer is entitled to receive the goods they have purchased and is responsible for setting the price for the delivered goods (Devereux et al., 2017). Both importers and exporters must adhere fully to the government regulations governing international trade. The exporter or seller will make every effort to meet their obligation by shipping and delivering the goods to the buyer or importer in return for their entitlement to receive payment. Similarly, buyers or importers strive to fulfill their obligation by paying for their purchased goods and ensuring the proper receipt. Both parties actively seek ways to minimize and mitigate risks in the process.

The importance of a solid relationship between importer and exporter is genuine. They have a common goal, namely, achieving profits through international trade. Therefore, communicating effectively and building solid relationships is vital to achieving this goal. Additionally, timely availability of information is critical. Importers and exporters must share product details, delivery schedules, document requirements, and even changes in market conditions. With good communication, misunderstandings can be avoided. When problems arise, a solid relationship allows both parties to work together to find solutions more efficiently. Trust is also a key element, as international transactions often involve large sums of money and multiple parties. Good relationships facilitate successful negotiations regarding price, quantity, and other terms. In the face of rapid market changes, seamless communication enables rapid adaptation. Lastly, strong relationships are beneficial in one transaction and open up opportunities for long-term collaboration in the future. Thus, the importance of good relationships and communication between importers and exporters is evident in the success of international trade.

3. Research method

The study adopts a qualitative approach, describing data from observed written and oral sources. Information is gathered using primary data by conducting interviews, making observations, and collecting relevant documents from ten key individuals, consisting of five from importers and five from freight forwarding firms and utilizing secondary data such as literature, books, and pertinent regulations of the research. This data is subsequently scrutinized using an analytical framework by Miles and Huberman (Miles et al., 2014). Analysis occurs from 3 concurrent activity flows involving the collected data. This allows researchers to data condensation, display data, and systematically draw and verify conclusions from quality data. The main objective of this study is to investigate the effects of uncertainty associated with the issuance of Delivery Orders and understand the strategies used to overcome the impact of such uncertainty at Tanjung Priok Port, Indonesia.

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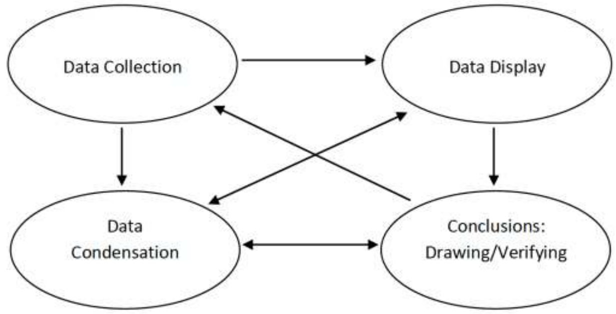

Figures 1. Miles and Huberman Analytical Framework

4. Results and discussion

In issuing a Delivery Order, importers must incur several costs and have a Bill of Lading (B/L) document as one of the requirements. The shipping agent or related party is responsible for providing information to the importer regarding these costs so that the process of issuing the Delivery Order can be arranged promptly. Importers can only process the issuance of a Delivery Order if they know exactly what kind of fees to be paid. Therefore, information about these costs has a very crucial role in the process of issuing Delivery Orders.

In practice, especially in the experience of importers, the shipping party needs to provide more information about the costs to be paid. Usually, information about Full Container Load (FCL) shipping costs is submitted before or after the ship's arrival, while for Less Container Load (LCL) shipments, the information is generally only provided after the ship arrives. Once importers receive information about these charges, they can immediately pay them and submit a Bill of Lading (B/L) document to the shipping company or shipping agent as a condition for processing the issuance of the Delivery Order. However, after the issuance management stage, the importer must wait until the Delivery Order is issued. Although Full Container Load (FCL) shipping cost information is usually provided before the ship arrives, a Delivery Order can only be issued after the ship arrives. The time required for the issuance of a Delivery Order in the case of Full Container Load (FCL) shipments usually ranges from 2-3 days after the ship arrives, while in Less Container Load (LCL) shipments, the Delivery Order issuance process takes 3-4 days after the ship arrives.

The uncertain timing of issuance of Delivery Orders creates obstacles in the process of picking up goods. This obstacle affects importers as owners of goods and freight forwarding parties who assist in the import process. A Delivery Order and a Goods Release Approval Letter (SPPB) are required when picking up goods. However, SPPB can only be issued after the Delivery Order has been in place. Freight forwarding is a crucial component in the procedure of submitting a Notification of Import Goods (PIB) at the Customs Broker (PPJK) office, enabling the acquisition of the necessary payment bills for import duties, Value Added Tax (PPN), and Income Tax (PPh) payments via the bank. The importer pays this fee after the

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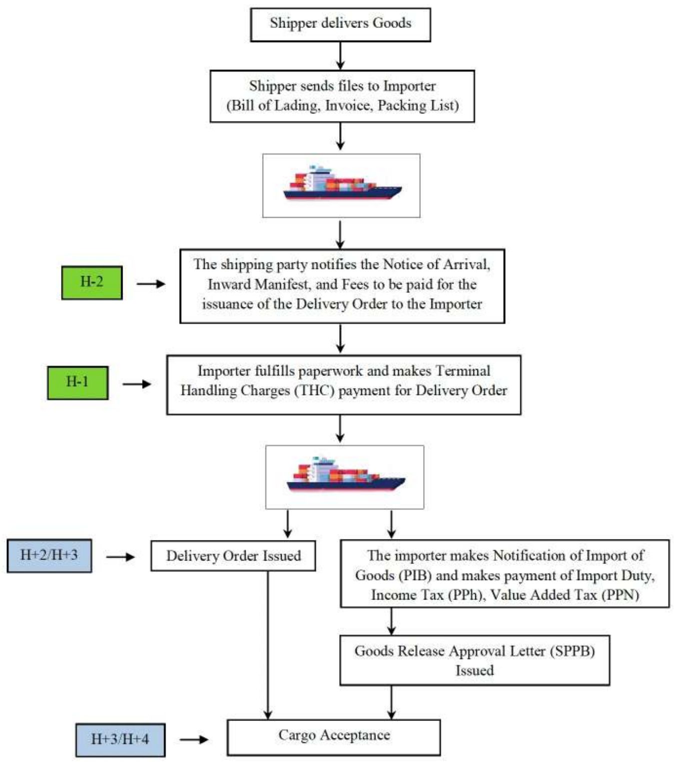
freight forwarding party provides the appropriate payment bill. After payment is completed, Customs and Excise will issue a Goods Release Approval Letter (SPPB).

The following is a flowchart of receipt of imported goods, where several stages must be done for the receipt, starting with the shipper sending essential goods and documents to the importer, such as bills of lading, invoices, and packing lists. Then the shipping party sends a Notice of Arrival, Inward Manifest and fees to be paid for issuing the Delivery Order. After that, the importer makes payment and waits for the issuance of the Delivery Order until the stage of receiving the goods.



Figures 2. Flowchart of Receiving Goods for FCL Shipment, if charges are notified before the ship arrives.

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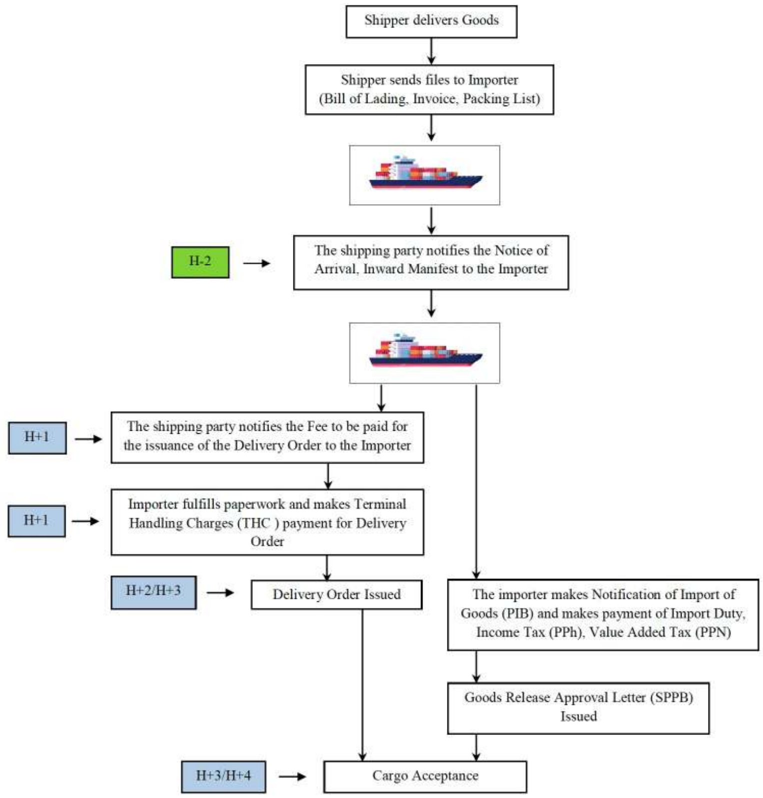

Figures 3. Flowchart of Receiving Goods for FCL Shipment, if charges are notified after the ship arrives.

Figures 2 and Figures 3 are flowcharts of receiving goods for Full Container Load (FCL) shipments. The difference between the two is the notification stage and payment of fees for issuing Delivery Orders, some before the ship arrives and some after the ship arrives. In Figure 2, it is clear that even though the fee is notified and paid before the ship arrives, still the issuance of Delivery Order can only be done after the ship arrives. This makes Figures 2 similar to Figure 3 in terms of time of issuance of Delivery Orders, where Delivery Orders in Figure 2 should be issued before the ship arrives with the aim of time efficiency so that there is a difference between the two flowcharts. It can also be seen on the flowchart that importers often receive goods on the 3rd or 4th day after the ship arrives, which allows importers to be late in picking up goods according to the deadline for stacking goods at Tanjung Priok Port, Indonesia. With two different stages but no beneficial differences, the uncertainty of issuance time and the length of the process of receiving goods makes the import process even more complicated.

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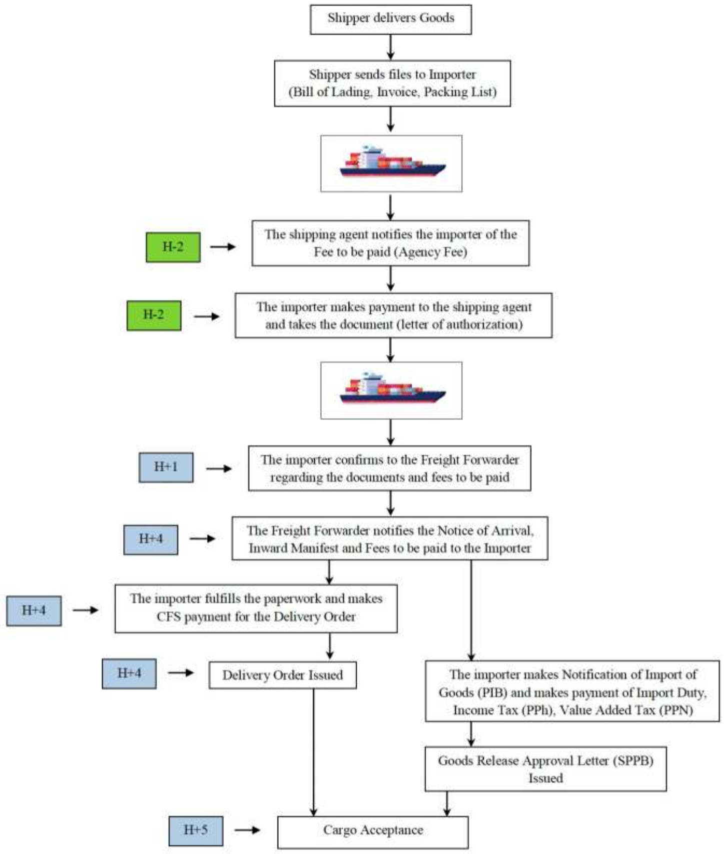

Figures 4. Flowchart of Receiving Goods for LCL Shipment.

If Figures 2 and Figures 3 for Full Container Load (FCL) shipments are compared to Figures 4 for Less Container Load (LCL) shipments. It can be seen that the stages that importers must go through in receiving goods for Less Container Load (LCL) shipments are more than those receiving Full Container Load (FCL). In addition, the time required for issuing Delivery Orders and receipt of goods takes longer. This is because the goods on the Less Container Load (LCL) shipment are goods from several shippers that are consolidated into one container, requiring additional time to recheck the data of goods from various shippers. The flowchart shows that the issuance of Delivery Orders is carried out on the 4th day after the ship arrives so that the process of receiving goods can be carried out on the 5th day after the ship arrives.

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The uncertainty of the time of notification of fees and issuance of Delivery Orders experienced by importers makes importers confused and has difficulty handling the import process, from payment to receipt of goods. This is very crucial at the time of issuance of the Delivery Order because the Delivery Order is access to the next stage, such as making Notification of Import Goods (PIB) documents, payments (import duty fees, income tax, value added tax) for the issuance of Goods Release Approval Letters (SPPB), to the process of receiving goods. Because one of the requirements to proceed to the stage of making a Notification of Import Goods (PIB) document is to include a Delivery Order. This document is necessary for the following steps. If there is no certainty at the time of issuance of Delivery Orders coupled with the time of issuance of Delivery Orders takes a long time, it will hamper the import process.

Uncertainty in the issuance of Delivery Orders can result in negative impacts that harm various parties, including importers as significant players in import activities, freight forwarding as partners who assist the import process, and customers who purchase goods from importers. Through the results of interviews and observations with importers and freight forwarding, several impacts can be identified due to the uncertainty of the timing of the issuance of Delivery Orders, including:

1. Disruption in making Notification of Import Goods (PIB) documents and issuing Goods Release Approval Letters (SPPB) by the Customs and Excise Office. Delivery Order is essential in preparing the Notification of Import Goods (PIB) document at the Customs Broker (PPJK) office. A delay in issuing a Delivery Order may affect the time of issuance of the Goods Release Approval Letter (SPPB) by the Customs and Excise Office.
2. Delays in cargo pickup. Importers usually require a Delivery Order Approval Letter and a Goods Release Approval Letter (SPPB) as a condition for picking up cargo. Uncertainty in issuing Delivery Orders can cause delays in picking up cargo, promptly affecting the availability of goods.
3. Transfer of goods to Temporary Storage Area (TPS) and increased costs. If the cargo is not picked up from the container field within the specified time limit (usually three days), it will be transferred to the Temporary Storage Area (TPS) (Peraturan Menteri Perhubungan, 2017). This can incur additional costs, including warehouse or field storage and transportation costs.
4. Impact on customer satisfaction and importer reputation. The uncertainty of the timing of the issuance of Delivery Orders may cause delays in delivery to customers, triggering customer protests. In addition, if importers have binding contracts with customers, they may be subject to penalties or fines, which must be paid and may impact customer satisfaction and the importer's reputation.

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5. Disruption in importer operations. The uncertainty of the timing of the issuance of Delivery Orders can disrupt various aspects of importer operations, from planning, scheduling, and sales to delivery. This could hamper the smooth operation of importers as a whole.

Although importers feel the negative impact of uncertainty in the issuance of Delivery Orders, they are taking various steps to mitigate the impact caused by the situation. Efforts made by importers to reduce the impact of uncertainty in the issuance of Delivery Orders include:

1. Intensification of communication with shipping lines to understand the reasons and estimated time of issuance of Delivery Orders. This is done so that importers can update customers and prove that the delay is beyond their control.
2. Provide small stock quantities to customers in the warehouse and add the remaining stock if the goods can be taken further.
3. Communicate with customers to draw up loan deals for goods that are still available, which can then be given to other customers. This action may take precedence if the importer has a contract or project related to the government.
4. Perform careful calculations related to the price of goods provided to customers, including calculating potential unexpected losses. Thus, companies can minimize the financial impact caused by unexpected incidents.

In light of the findings outlined, the primary challenge encountered by different stakeholders in the import process revolves around the uncertainty associated with issuing Delivery Orders. Timely issuance of Delivery Orders is essential for a smooth import process, and importers expect this smoothness as buyers of goods. However, as previously described, the issuance of Delivery Orders often experiences uncertain delays, ranging from waiting for notification of fees to be paid for the issuance of Delivery Orders to the actual time of issuance of Delivery Orders. This process is time-consuming, such as notification of fees that are often only given one day after the ship's arrival and the time required for the issuance of Delivery Orders, which can reach 2-3 days after the ship's arrival for Full Container Load (FCL) shipments and 3-4 days after the ship arrives for Less Container Load (LCL) shipments. This uncertainty adversely affects various parties involved in the import process, including importers, freight forwarding, and customers. These impacts include disruptions in the process of making Notifications of Import Goods (PIB) and Goods Release Approval Letters (SPPB), delays in picking up goods, moving goods to Temporary Storage Areas (TPS), which have an impact on additional costs, disruptions in operations, protests from customers to a decline in the importer's reputation as a supplier of goods. All this confirms how vital timeliness is in the issuance of Delivery Orders in the context of the import process.

The impact of uncertainty associated with issuing a Delivery Order must be promptly and effectively addressed. Although importers, who are critically feeling the most significant losses, have gone to great lengths to mitigate the impact generated by uncertainty in the

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issuance of delivery orders, such as conducting intensive communication with shipping parties or delivery agents, providing alternative loans to customers, and calculating costs carefully to minimize the financial impact, these efforts are limited to short-term solutions. More comprehensive action is needed to overcome the negative impact of uncertainty in the issuance of Delivery Orders, as the current solution by importers is only temporary. If there is no clear and firm solution, ongoing impacts can result in further problems. Based on the observations that have been made, several solutions that can be considered to overcome the issues and impacts arising from the uncertainty of the time of issuance of Delivery Orders are:

1. The government needs to issue regulations or policies that regulate the deadline for issuing Delivery Orders by shipping parties or delivery agents. By setting a deadline for the issuance of Delivery Orders, importers will get certainty regarding the issuance of Delivery Orders, which will improve the smoothness of the import process related to the use of Delivery Orders, such as Notification of Import Goods (PIB) to the collection of goods at the Port.
2. Shipping authorities need to improve transparency and communication with importers. Increased transparency in the Delivery Order issuance process can be achieved by providing estimated issuance times, communicating transparently about issues that arise, and opening discussion channels with relevant parties in the import process. With this increased transparency and communication, importers can be more mature in planning and preparation related to the import process. The party responsible for the delivery can better understand the requirements and anticipations of all parties participating in issuing the Delivery Order.

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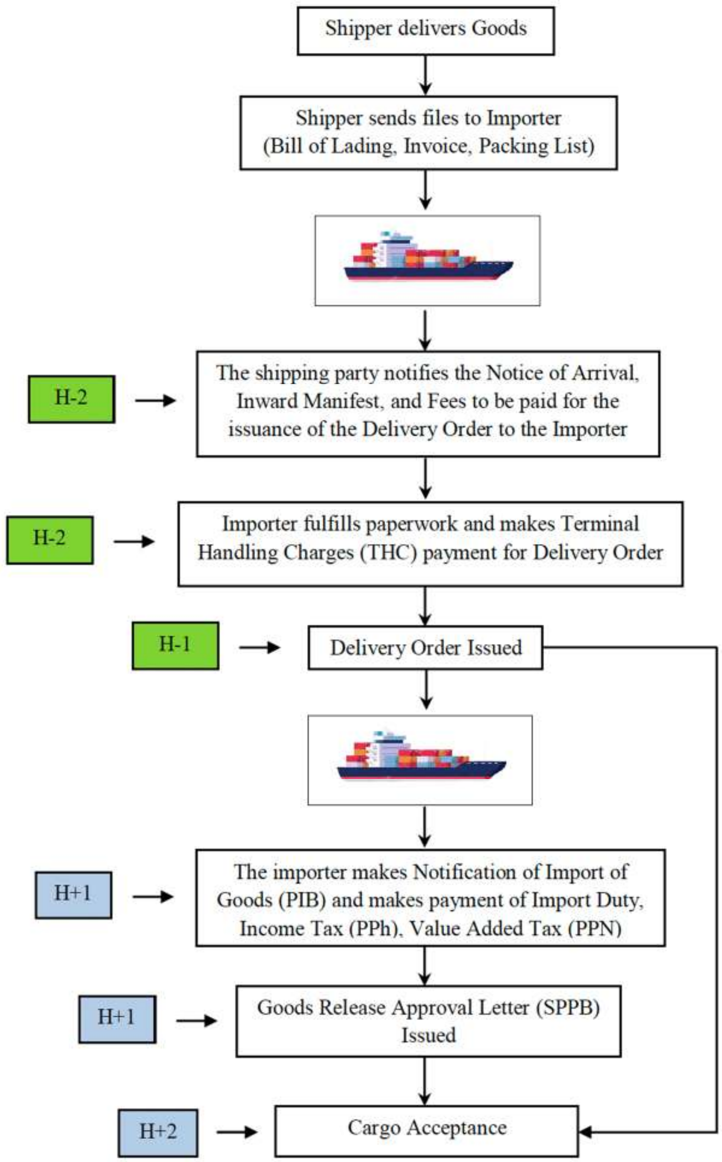

Figures 5. Flowchart of goods receiving for FCL shipment after the regulations of the time issuance DO

Figure 5 is an overview of receiving goods for Full Container Load (FCL) shipments after time restrictions on cost notification and issuance of Delivery Orders. Starting with a fee notification made 2 days before the ship arrives and the issuance of a Delivery Order made 1 day before the ship arrives. So that the receipt of goods can be done on the 2nd day after the

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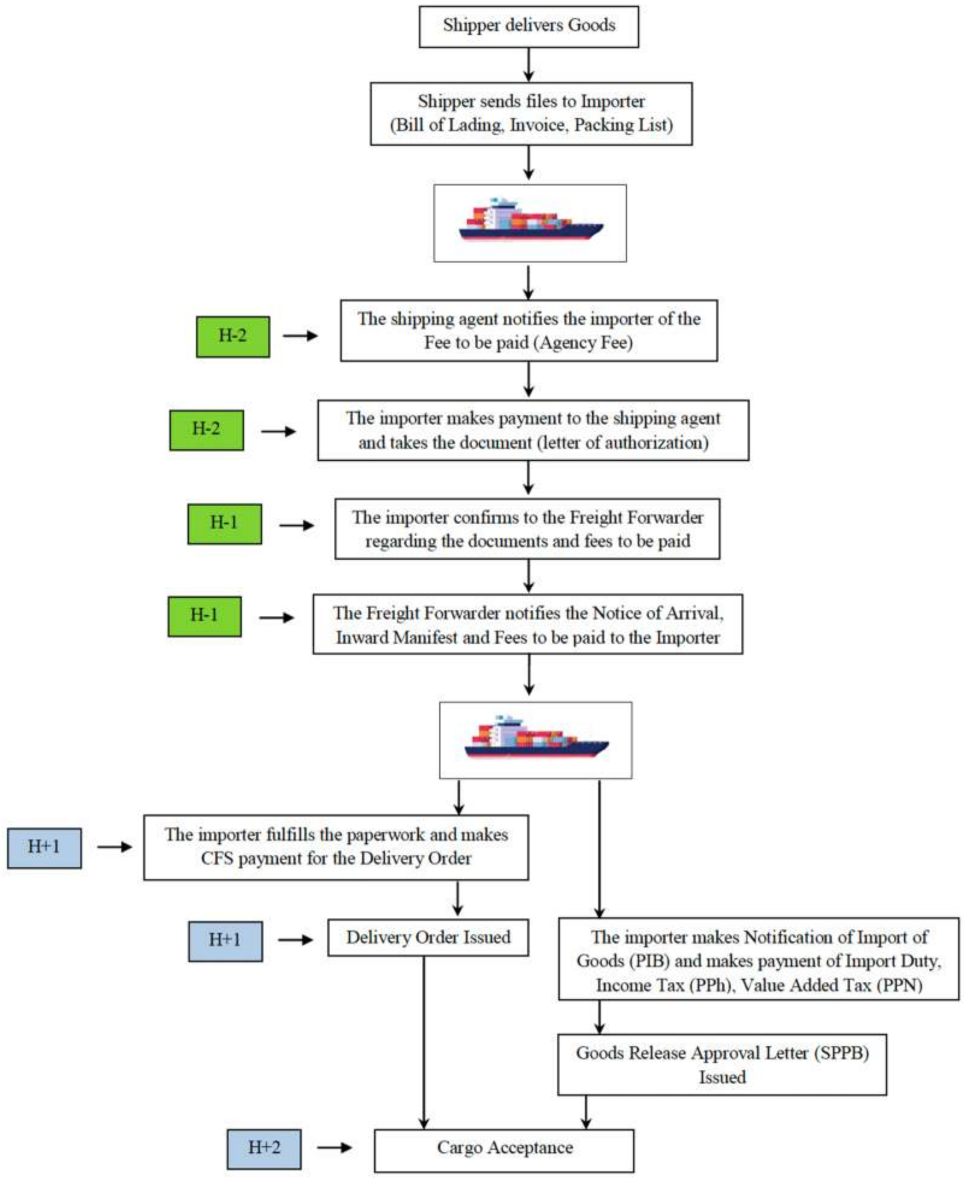
ship arrives. This will prevent the goods from being moved to the Temporary Storage Area (TPS) because the goods have been picked up before the deadline for stacking goods at Tanjung Priok Port, Indonesia.



Figures 6. Flowchart of goods receiving for LCL shipment, after the regulations of the time issuance DO

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Figure 6 is an overview of receiving goods for Less Container Load (LCL) shipments after time restrictions on cost notification and issuance of Delivery Orders. In Less Container Load (LCL) shipments, the fee is notified and paid after the ship arrives because in this shipment, there are many stages, so notification and payment of the fee is better done after the ship arrives. Then, the Delivery Order issuance stage is carried out on the 1st day after the ship arrives. So that the process of receiving goods can be done on the 2nd day after the ship arrives.

Restrictions on the timing of fee notification and issuance of Delivery Orders are carried out to provide transparency and certainty to importers regarding cost notifications and issuance of Delivery Orders so that importers have a clear picture and make careful preparations in the process. Time restrictions are also helpful to prevent goods from being moved to the Temporary Storage Area (TPS) due to the length of goods collection at Tanjung Priok Port, Indonesia.

5. Conclusion

Delivery Order is essential for picking up imported goods at the Port. Uncertainty in terms of issuance of Delivery Orders has various significant consequences. Typically, the impact of this uncertainty tends to be detrimental to the multiple parties involved in the process. Importers have been working to mitigate the adverse effects caused by uncertainty in the issuance of Delivery Orders, such as conducting intensive communication with shipping parties or looking for alternative shipping agents who can lend goods to their customers. They also strive to manage costs meticulously to minimize the financial impact. While these efforts are worthwhile for a while, they remain troubling problems because they provide only short-term solutions. If this problem takes time to receive a firm and precise address, the impact can continue and affect business processes in the long term. Therefore, it is vital to involve the government in overcoming this problem by issuing regulations or policies that regulate the deadline for issuing Delivery Orders before ship arrival to provide certainty to importers and prevent delays. In addition, the involvement of shipping parties is also needed to increase transparency and communication with importers so that importers can plan their import activities more carefully and shipments can better understand the importer's situation.

6. Implications

The results of this study demonstrate that uncertainty in the issuance of Delivery Orders has a notable effect on the operational efficiency and financial well-being of importers. These impacts have significant practical relevance, namely that the research is driving change in publishing management by defining more structured, efficient, and transparent deadlines for

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Order Delivery. This gives importers the certainty to plan their steps in more detail to ensure a smooth import process. In addition, from a theoretical perspective, the research makes an essential contribution to the broader academic realm. It provides a basis for advanced research in developing conceptual models relevant to related topics and fields.

7. Research limitations

One of the shortcomings of this study relates to the limited number of samples. These limitations lead to limitations in the diversity of viewpoints covered in our data. Our research sample group comprises importers and freight forwarding companies directly affected by this problem. In reality, perspectives can be more diverse if more similar parties are involved. We hope future researchers who take a similar context can consider appropriate strategies to increase the diversity of interviewees in this study to make the available data and perspectives more prosperous and representative.

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