How can handling customers’ complaints make freight forwarding companies resilient to future challenges?

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Abstract: It is unquestionably impossible to separate the complexity of freight forwarding tasks in managing export-import documents from the issues that lead to customers' complaints. For this reason, this study is conducted to deeply investigate the forms of customer complaints at freight forwarding companies, the complaints handling strategies used, as well as explore the service recovery generated after complaints. It involved four freight forwarding companies in DKI Jakarta province. The staff who handled customer complaints from each company was asked to fill out a complaint sheet whenever the complaints were addressed for two weeks. Interviews with each staff were conducted to confirm data from the sheet and also to further explore the company's complaint-handling strategy and service recovery. The data were analyzed descriptively by reading the complaints sheets and the interview transcription several times, coding the emergent themes, and categorizing them. The results showed that the customers’ complaints belong to four categories, namely complaints related to time, documents, costs, and means of transportation. The strategy for handling customer complaints varied based on the media used to address complaints. The strategy for handling complaints addressed orally via a phone call was apologizing, finding out the source of the problems, as well as giving explanations and solutions. However, complaints addressed in written form via email and WhatsApp messages were handled by directly addressing the problem and then informing the customer. This research indicated that companies need to make continuous service recovery by improving problematic side areas in order to increase customer retention.

Keywords: complaints, customers, service, freight forwarding.

INTRODUCTION

It is appropriate for a company to pay close attention to customer complaints in order to raise customer satisfaction. Customer complaints provide insight about the quality of the company’s goods or services (Indriyani & Mardiana, 2016). It is critical to respond to customer complaints as soon as possible as they may be brought on by a range of factors that are beyond the company’s control. When a customer receives service that is below standard, they have the right to complain to the firm about the product or service. If a company can rapidly address a complaint by putting in place an understandable and straightforward complaint management process, that organization can be considered to have handled the complaint successfully (Išoraitė, 2017).
Customer complaints can be in the form of complaints or submissions of dissatisfaction, discomfort, irritation, and anger over the services or products of a company (Daryanto & Setyobudi, 2014). In addition, customer complaints also include all written, oral or electronic communications as a medium for customers to express their displeasure regarding some deficiencies or failures in a company's products or services (Tolba et al., 2015). Complaints can arise as a result of defective or poor product or service quality, unfulfilled expectations in a service, or some unfulfilled promises made by the company or service provider. Customers may complain about some product attributes or service quality dimensions that are deemed unsatisfactory. Complaints can also be caused by dissatisfaction during the purchase, ownership, or consumption of a product/service (Mensah, 2012).

The ability of the company to address current complaints might lead to high customer satisfaction (Ndubisi, 2007). Customers are more likely to continue using the company's services if they are pleased with how their complaints are handled. When a customer is unhappy with the company's services, a complaint would be made to the company; if this pattern persists, the company may suffer as a result (Lay et al., 2018). Additionally, handling customer complaints is an effective way for businesses to learn about the shortcomings of their products or level of customer care (Filip, 2013). In this way, the business can enhance the quality of its goods and services while still retaining positive customer connections.

Customer satisfaction is a measure of how well customers feel a product or service performs. This is aligned with Kotler & Keller (2012) statement that customer satisfaction is a pleasant feeling that develops after customers compare their expectations with the actual experience they have with a product or service. If the customer's perception of the product or service falls short of their expectations, the product or service might be seen to be unsatisfactory. Contrarily, a product or service is considered to be good if the customer feels that it meets or surpasses their expectations.

In carrying out their duties, freight forwarding companies cannot avoid complaints from customers. Companies are required to take care of import-export documents with full accuracy, accuracy, and speed, otherwise all import-export transactions will not go well. However, the large number of documents that must be processed, the short time available, technical problems and other problems experienced in the processing of export-import documents trigger customer complaints. Customer complaints to freight forwarding companies can be in the form of missing, incomplete documents, documents that are not ready when they will be picked up, and the delay of employee response to customer requests (Pramudita, 2020). Another form of customer complaints is in the form of delivery delays triggered by various reasons including the provision of trucking fleets that are not on time, the length of the BL/DO release, administration with shipping parties that are quite long and so on (Priambodo et al., 2022). Therefore, freight
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forwarding companies need to have the right strategy to handle customer complaints so that the number of customers and customer satisfaction can increase.

Complaint handling is a service provider’s procedures and actions aimed at handling customer complaints and recovering dissatisfied customers (Taleghani et al., 2011). Complaint handling involves the company’s actions, activities and abilities to avoid potential complaints, resolve actual complaints before they become problems, and discuss solutions openly when problems arise (Sohail & Malikakkal, 2011). According to Tjiptono & Chandra (2016), there are various advantages to resolving customer complaints for the company, including, (1) Service providers can get another chance to improve their relationship with disappointed customers. (2) Service providers are protected from negative publicity. (3) Service providers can understand the service aspects that need to be addressed in order to satisfy customers. (4) The service provider will know the source of the operating problem. (5) Employees can be motivated to provide better quality services.

In dealing with customer complaints, Kaihatu & Indrianto (2015) explained that there are five stages of strategy that companies can carry out. (a) Listen and understand. (b) Clarification and equalization of perceptions. (c) Explanation and apologies. (d) Solutions and taking action. (e) Follow up.

Research on handling customer complaints has been carried out previously. The studies show that handling customer complaints is considered to have a positive and significant influence on customer trust (Dwiya, 2018; Indriyani & Mardiana, 2016). In addition, the level of speed in handling customer complaints is still considered low (Wirakanda & Putri, 2020). Handling customer complaints has a significant impact on customer satisfaction, trust, and loyalty (Supriaddin et al., 2015). Another study recommends that companies that desire quality relationships with customers need to design appropriate complaint handling schemes that not only effectively deal with customer complaints when they arise, but also ensure conflict resolution, customer satisfaction and build trust (Ateke et al., 2015).

From a series of previous studies, it is known that handling customer complaints is an important aspect of a company’s business activities. The present study attempts to explore customer complaints addressed to freight forwarding companies that offer document management services to export-import transactions. The large number of activities for managing export-import documents is certainly inseparable from the problems that cause customer complaints. The types of problems that customers complain about are certainly unique and specific in relation to the management of an export-import transaction through freight forwarding services. In addition, this study investigates the strategies used by freight forwarding companies in handling customer complaints that arise. This discussion regarding customer complaint handling strategies has not been further analyzed by previous research, especially on freight forwarding
companies. Furthermore, the study also tries to trace service improvements made by companies after complaints have been made to be self-aware and resilient in facing the challenges ahead in order to maintain customer loyalty.

In export and import practices, freight forwarder services are needed by exporters and importers to expedite their transactions. However, there are various customer complaints about the services provided by freight forwarding companies. These complaints surely need to be handled properly so that freight forwarding companies do not lose their number of customers and can improve service quality. This needs to be analyzed further so that complaints addressed to freight forwarding companies can be mapped as well as the anticipatory steps regarding problems that arise can be taken to prevent similar complaints from occurring in the future. Therefore, this research needs to be conducted to answer the following questions. (1) What are the customer complaints about the services of Freight Forwarding companies in Jakarta? (2) What are the company’s strategies in dealing with any customer complaints that arise? (3) How do the company improve their service after complaints?

METHODE

This research is in the form of a case study with a qualitative approach. It is aimed at describing complaints addressed to freight forwarding companies located in DKI Jakarta province. Due to big numbers of freight forwarding companies existing in DKI Jakarta Province and by considering the accessibility the researchers had, four freight forwarding companies were selected as research objects through convenience sampling technique. The four companies are scattered in different locations in DKI Jakarta province. To maintain the image of the companies and the confidentiality of the data analyzed, the four companies involved in this study were given initials namely company A, B, C, and D. Table 1 is a brief profile of the freight forwarding companies that are the object of this study.

Data in this study were collected by asking respondents to fill out a complaint sheet that had been previously prepared as a research instrument. This complaint sheet is filled out at the time of the appearance of customers’ complaints for two weeks at each company. All customer complaints, both submitted via telephone, email and WhatsApp (WA) messages, can be recorded properly within this time frame. The data of customer complaints recorded through the complaint sheet were compiled and grouped based on the type of complaint, the origin of the complaint, and the topic of the complaint submitted so that they can be categorized and analyzed. The results of filling out the complaint sheet were then reconfirmed by conducting interviews to ascertain the variety of customer complaints that arose and exploring further the strategies used by the company in handling customer complaints so that data triangulation can be formed. The interviews were conducted in a semi-structured form so that the questions asked could be developed as necessary during the interview process.
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Table 1. Company profile

<table>
<thead>
<tr>
<th>Company</th>
<th>Services</th>
<th>Year of establishment</th>
<th>Central office</th>
<th>Representative office</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Customs clearance, trucking, and warehouse.</td>
<td>2000 BTSA</td>
<td>Medan</td>
<td>Jakarta</td>
</tr>
<tr>
<td>B</td>
<td>Air Freight (Export and Import), Ocean Freight (Export and Import), Industrial Project &amp; Domestic Freight, Warehouse dan Customs Clearance service</td>
<td>1815 DHL</td>
<td>Jerman</td>
<td>Tangerang</td>
</tr>
<tr>
<td>C</td>
<td>Air freight, sea freight, Inland transport, door-to-door import, undername import, custom clearance</td>
<td>2006</td>
<td>Jakarta</td>
<td>Jakarta</td>
</tr>
<tr>
<td>D</td>
<td>Air freight, sea freight, national trucking</td>
<td>2019 ATA</td>
<td>Tangerang</td>
<td>Tangerang</td>
</tr>
</tbody>
</table>

The respondents in this study were employees of freight forwarding companies who were involved in the complaint handling process. Interviews were conducted to staff who handled customers’ complaints in order to dig more about the detailed explanation on complaints that occurred, especially about the causes of complaints and the strategies they used to handle the complaints. In total, there were four informants from these four companies who participated in the interviews. The interviews were recorded and then transcribed verbatim. To analyze the data, the researchers immersed themselves in the transcription by reading and re-reading the transcription several times to get familiar with the data. Then, the data were categorized into emergent themes. The data were coded and categorized to identify the patterns and trends. The identified categories were used to generate more understanding of the causes of complaints, and the strategies used to handle the complaints.
RESULT AND DISCUSSIONS

Types of customer complaints

After collecting data through complaint sheets at four freight forwarding companies in DKI Jakarta for two weeks, a total of 26 customer complaints were found. Company B had the most complaints, as many as 15 complaints. Company A and company D received four complaints respectively, while company C had the lowest complaints with three complaints only. The results of analysis of complaint sheets and interviews show that various customer complaints addressed to freight forwarding companies can be grouped into four categories, namely time, documents, costs, and means of transportation.

Time

Complaints in the category of time or duration of service are the most frequent complaints. Quantitatively, it can be calculated that 77% of customer complaints are related to service time. The four freight forwarding companies that are the object of this research all receive complaints regarding the time of the services provided. These complaints were submitted via telephone, email, or messages on the WhatsApp (WA) application. The form of complaints related to time is in the form of delays in processing documents and delays in shipping or arrival of goods.

Delays in processing documents are caused by various factors. Sometimes, the company agrees to carry out the process of taking import documents from the client company. The document retrieval process certainly requires special time that needs to be allocated by the company. In its implementation, there are various obstacles faced by the company such as heavy traffic flow, causing delays in document retrieval. The delay in retrieving the documents caused the import process requested by the client to be hampered.

Another cause is the system or application used by the company is being constrained. The large number of documents that must be handled immediately often results in an error in the company’s system, and is triggered by an inadequate company internet network. This of course hampers the process of handling export-import documents and clients also submit complaints to the company.

Another form of complaint related to time is the delay in delivery or arrival of goods. Often, the driver who is tasked with carrying goods experiences obstacles on the way, such as the imported goods can only leave the port at night. This of course makes drivers often stop on the road to rest for a while because they have not slept at night. In addition, the road conditions are often congested so that vehicles transporting goods are stuck in traffic jams. This is also often triggered by long queues when picking up containers, which makes delivery times longer.
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The number of complaints related to untimely service indicates that freight forwarding companies need to make improvements in terms of time management. The slow process of document processing carried out by the company can reduce the level of customer satisfaction. Customer dissatisfaction can of course have various detrimental effects on the company, for example, the company’s image in the eyes of its customers will be poor, and it is possible that the company will lose a lot of its loyal customers. This is because dissatisfied customers will tell twice as many of these unpleasant experiences to other people than satisfied customers (Lovelock & Wirtz, 2011). Therefore, companies need to improve time management capabilities to minimize customer complaints.

Documents

Complaints related to documents occurred three times or 11.5% of the total complaints received. Complaints on the document are due to errors in the documents received by the customers. Two complaints indicated an error in the master bill of lading (MBL) document and one complaint indicated an error in the invoice document. The errors in the MBL document were in the form of typing errors in the notify party and consignee information. While the error on the invoice document is a typo of information about the name of the consignee.

Errors found in the documents indicate that the company was not careful when processing documents. This error can hinder the import-export process that is being handled. This is because the company has to make revisions as soon as possible after the customers submit their complaints so that the export-import process becomes constrained.

The existence of complaints that arise due to errors in documents requires companies to improve accuracy in document management. Besides, the industrial world generally requires someone with high accuracy in order to be able to work consistently and stably under pressure (Putri, D.K. & Kasidin, 2021). Accuracy is also a very important aspect in freight forwarding due to the complexity of the workload they face. The accuracy possessed by freight forwarders allows their work to be more thorough, neat and accurate so that errors and customer complaints can be avoided.

Cost

In the cost category, the number of complaints that occurred was only 3.8%. This complaint arose because of an additional fee for a delivery order requested suddenly by the shipping line cooperating with the company. However, the customer has made previous payments as requested by the company. The client also complained about this additional fee because it was not informed beforehand. As a result, the customer does not want to make additional payments because they think that the fault lies with the company that does not update the costs required on the shipping side.
Freight forwarding companies need to continuously update information regarding costs required at shipping lines to avoid errors. In addition, it is necessary to improve the communication system so that the delivery of information can be integrated and all employees can access it quickly.

**Means of transportation**

Complaints that arose related to means of transportation occurred twice or 7.7% of the total complaints. This complaint was caused by a sudden change of destination which caused confusion for the client. This also hampered the space booking process, which caused complaints from clients. In addition, complaints were also addressed to the company because the condition of the containers were full of scratches and crooked so that they did not meet the client’s expectations.

The existence of this complaint shows that freight forwarding companies need to improve their performance in managing the delivery of goods. Companies need to improve coordination with shipping lines so that there are no sudden changes regarding destinations. In addition, companies also need to ensure the condition of the containers before ordering them by requesting photos or videos of the current condition of the containers ordered. With these steps, the company can avoid problems that can cause customer complaints.

Customer complaints at the four freight forwarding companies in this study arose because customers felt unpleasant when they received services that were not as promised, for example the goods had not arrived on the estimated day promised or were delayed. This is because when customers feel the failure of the services provided by the company, most of them (92.76%) will make complaints (Ellyawati, 2017).

**Complaint handling strategies**

Customer complaints to the freight forwarding company in this study were received through several communication channels, namely telephone, email and WhatsApp chat application. It is in line with Tolba et al., (2015) who explained that customer complaints include all types of communication whether written, verbal or electronic that are used as a medium for customers to express their displeasure regarding some deficiencies or failures in the products or services of a company.

From the interviews conducted, it is known that the average duration of complaint handling ranges from one to four working days. There are several forms of complaints that cannot be resolved on the same day because they are related to shipping companies that work with freight forwarding companies. Shipping companies are highly hectic and busy, as a result freight forwarding companies have to wait up to three to four days when they make requests regarding shipping information updates and other things.

"Kalau untuk komplain yang seperti telatnya pengambilan dokumen, bisa di hari itu juga diproses dan selesai pak, tetapi untuk seperti nilai
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dari DO atau penambahan biaya DO bisa dua sampai tiga hari karena harus cek ke pihak pelayarannya, seperti itu pak”. (Perusahaan A)

“For complaints such as being late for taking documents, it can be processed and finished on the same day, Sir. But for other things like the value of DO or additional DO fees can take two to three days because it needs to be checked with the shipping party, Sir.” (Company A)

“Ketika menerima komplain, perusahaan sesegera mungkin untuk menanganinya pak, terlebih ada yang melakukan komplain melalui telepon juga sehingga estimasi penanganannya satu sampai empat hari kerja pak, karena ada masalah yang berhubungan dengan pelayaran juga dan pelayaran memiliki kesibukan yang tinggi jadi agak sedikit susah dihubungi”. (Perusahaan D)

“When receiving a complaint, the company handles it as soon as possible, Sir. Especially when there are those who make complaints via telephone as well so the estimated time for handling is one to four working days, Sir, because there are problems related to shipping as well and shipping is very busy so it’s a bit difficult to contact.” (Company D)

In addition, the results of the interviews also show that the strategy for handling customer complaints by freight forwarding companies differs based on the media for submitting complaints. Customer complaints submitted orally via telephone media were handled in several steps as reflected in the following interview excerpts.

“Pada hari itu, ada customer telepon dan menanyakan kenapa orang yang ditugaskan mengambil dokumen belum sampai juga? Lalu kami meminta maaf dan minta waktu juga untuk menghubungi staff lapangan. Tapi, hampir setengah jam menelpon tidak direspon akhirnya direspon juga dan ternyata staff operasional yang diberikan tugas tersebut, terjebak macet dan mencari jalan pintas namun nyasar, pak. Lalu supervisor kami menyuruh mereka untuk cepat sampai ke tempat customer. Setelah diusahakan untuk cepat sampai, kami menghubungi pihak customer, dan menjelaskan kronologi yang terjadi. Sayang sekali pak, pihak customer tidak mau tau, dan menganggap ini adalah kesalahan kami dan tanggung jawab kami, jadinya kami minta maaf dan berjanji kedepannya tidak terjadi hal seperti ini lagi” (Perusahaan A)

“On that day, a customer called and asked why the person assigned to collect the documents had not arrived? Then, we apologized and asked for more time to contact the staff. However, for nearly half an hour the phone call was not answered. When we got the response, it turned out that the operational staff who were given the task were stuck in traffic
and looking for shortcuts but unfortunately they got lost, Sir. Then our supervisor told them to quickly get to the customer's place. After trying to arrive quickly, we contacted the customer again, and explained the chronology of what had happened. It's a shame, Sir. The customer didn't want to understand, and thought this is our fault and our responsibility, so we apologize and promise that, in the future, nothing like this will happen again." (Company A)

The strategy used by freight forwarding companies in handling customer complaints orally is different from what was proposed by Kaihatu & Indrianto (2015). Freight forwarding companies only carry out three strategies, namely, (1) apologize, (2) find out the source of the problem, and (3) explain and provide solutions to customers. From the interview excerpt above, it is known that in handling customer complaints submitted orally by telephone, the first thing the company does is apologize for the mistakes that have occurred. After that, the company immediately looks for the source of the problem so that it can be resolved immediately. If the problem can be resolved, the company informs the customer about it. In addition, complaints submitted to freight forwarding companies seem straightforward without further ado and the companies do not even ask for detailed customer information because they already know each other beforehand and have saved each other's contact numbers.

"Kan sudah saling simpan nomor HP, pak. Jadi gak perlu nanya lagi informasi detal pelanggan. Dan pelanggan pun juga kalo nelfon langsung aja, tanpa basa-basi, dan kami juga tidak perlu konfirmasi lagi". (Perusahaan A)

"We save each other's cell phone numbers, Sir. So, we don't need to ask for detailed customer information. And customers also just call directly, without further ado, so we also don't need further confirmation." (Company A)

Nevertheless, the company still needs to follow up on complaints that have been handled. As explained by Kaihatu & Indrianto (2015) that the follow-up stage is very important for companies to rebuild good relationships with customers who have submitted complaints.

As for written complaints submitted via e-mail and WhatsApp messages, they are handled by directly executing the problem and finding a solution. The next step is to notify the customer that the problem has been resolved.

"Kalo via email biasanya kami langsung eksekusi permasalahannya, pak. Contohnya, ketika ada email masuk dari customers, minta revisi invoice karena salah ketik informasi consignee-nya. Karyawan bagian Operation yang menangani permasalahan tersebut langsung mengecek dan merevisi dokumen, dan segera menginput data yang sudah direvisi
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"If the complaint is sent via email, we will immediately execute the problem, Sir. For example, when an email comes from a customer, asking for a revised invoice because of a typo in the consignee's information, the operations employee who handles the problem immediately checks and revises the document. After that he/she immediately inputs the revised data into the company's system. When it is finished, the new invoice is sent directly to the customer.” (Company B)

The characteristics of e-mail usage in freight forwarding contain many abbreviations like short messages on WA (Febrianto & Fatmasari, 2022). Even though e-mail is used for business purposes between companies, its content is quite short and tends to be informal. Therefore, complaints received via e-mail or WA messages are immediately handled by the company because the contents directly state the problem being complained of. After it has finished, the company immediately informs the customer so it does not hinder the ongoing export-import process.

Table 2. Freight forwarding complaint handling strategies

<table>
<thead>
<tr>
<th>Communication channels</th>
<th>Media</th>
<th>Complaint handling strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral communication</td>
<td>WhatsApp call/</td>
<td>Apologizing</td>
</tr>
<tr>
<td></td>
<td>Phone call</td>
<td>Finding out the source of problem</td>
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<tr>
<td></td>
<td></td>
<td>Explanation and giving solutions</td>
</tr>
<tr>
<td>Written communication</td>
<td>e-mail/ WhatsApp messages</td>
<td>Directly execute the problems and find solutions</td>
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<tr>
<td></td>
<td></td>
<td>Notify the customers</td>
</tr>
</tbody>
</table>

Service recovery in building company’s resilience

In this study, it is known that the company has made service recovery after customer complaints. For example, company A has improved the mechanism for picking up customer documents. The supervisor who handles these activities is asked to ensure that the field staff assigned knows the exact location of the customer’s company, and this staff is also asked to provide up-to-date information regarding travel conditions when collecting documents to the supervisor.

The existence of service recovery carried out by freight forwarding companies is the right step to maintain customer loyalty. All customers expect service-providing companies to always pay attention to steps for handling complaints as a form of service
improvement, so as to avoid problems that can cause customer complaints (Pai et al., 2019). With a proper complaint-handling process, customers will stay loyal to the company and have a good retention rate. In addition, when companies maintain effective customer complaint handling procedures, customer complaint is reduced, customer satisfaction increases, sales figures increase, and customer loyalty and retention are ensured (Robert-Lombard, 2011).

Based on the interviews conducted, it is known that the retention rate of customers who address complaints is 100%. It means customers do not move to other companies even though there were previous problems they experienced.

"Rata-rata habis complain tetap jadi pelanggan pak, tetapi ada juga yang biasanya ekspornya rutin jadi lebih sedikit dari sebelumnya. jadi gak sampe kabur, cuma ngurangin order saja". (Perusahaan D)

"Most of them still become our loyal customers, Sir. But, there are also those who usually export regularly, now we receive fewer orders from them. So, they did not run away, they just reduced their orders." (Company D)

"Masih tetap stay pak, cuma sedikit diubah quotation di awal antara perusahaan dengan customer. Gak sampai kabur sih pak, sebatas ya adu argumen gitu aja pak. (Perusahaan A)

"They stay still, Sir. Only the quotation was slightly changed at the beginning between the company and the customer. They do not run away, Sir. We were just having an argument, just like that, Sir. (Company A)

The above interview excerpt shows that the existence of problems complained by customers does not make customers break their relationship with the freight forwarding company, and they still remain as their customers. However, several previous complaints have decreased the number of orders made by customers. In addition, customer complaints also affect the offer agreement made previously. As a result, it is necessary to readjust the agreement, to make it remain mutually beneficial for both parties even though problems have occurred. This shows that companies need to continuously improve their service recovery especially related to things that customers often complain about, such as time management and accuracy in document processing.

Through good service recovery, companies can restore the trust of customers. If customers feel their complaints are handled properly and the company makes continuous improvements, they will believe that, in the future, problems can be minimized and the number of complaints can be reduced. In addition, if the customer has been given service recovery, the customer can become loyal and continue to use the goods delivery service (Yudi & Ruswanti, 2021). Therefore, freight forwarding companies do not need to be
worried if complaints arise regarding service failures or when the services provided do not meet customer expectations. Instead, the companies need to focus on improving the problematic sides so that customer complaints do not arise.

Even though customers’ complaints are something that is highly avoided in the company’s operations, their presence can also help the company to rise better than before. The impact is that the company becomes better in responding to future challenges so that the company’s resilience is well formed. Moreover, if the company has good resilience, the company will be able to respond faster, recover faster, or develop more unconventional ways of doing business, in spite of pressure from various things (Linnenluecke, 2017).

CONCLUSION

From the analysis, it can be concluded that 77% of customer complaints are related to service time in the form of delays in processing documents and delays in delivery or arrival of goods. Complaints related to errors in documents occurred three times or 11.5%. The number of complaints related to costs caused by a sudden addition of fees for document processing occurred only 3.8%. Complaints related to transportation occurred twice or 7.7% because of sudden changes in destination and container conditions that did not meet customer expectations. All of these complaints require one to four days to be handled because the companies need to coordinate with shipping companies.

The strategy for handling complaints made by freight forwarding companies varied based on the media used to address complaints. Customer complaints addressed orally via telephone media were handled in several steps, namely, (1) apologizing, (2) finding out the source of the problem, and (3) explaining and providing solutions to customers. Complaints addressed in written form via e-mail and WhatsApp messages are handled by directly executing the problem and finding the solution, then notifying the customer that the problem has been resolved. Nonetheless, companies may need to follow up on complaints that have been handled in order to rebuild good relationships with customers who have filed complaints.

The company has made service recovery after complaints. One of which is by improving the document management mechanism. Service recovery carried out by freight forwarding companies are the right steps taken to maintain customer loyalty and also help the company to rise better than before. The result is that the companies become better at handling upcoming difficulties, which strengthens their resilience. The research conducted involved only four freight forwarding companies in DKI Jakarta. It is expected that future research will be carried out on a larger scale and with a longer duration of data collection so that the data obtained can be better generalized.
REFERENCES


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