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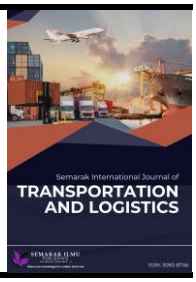

Factors Influencing the Performance of PT Pos Indonesia (Persero) Jember Main Branch Office with Logistics Innovation as an Intervening Variable

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ABSTRACT

The revenue of the Courier and Logistics Business in the Retail Segment at PT Pos Indonesia, Jember Main Branch, in 2024 reached IDR 6,796,868,820, falling short of the target of IDR 8,109,800,000. This discrepancy indicates performance issues within PT Pos Indonesia, Jember Main Branch. This study aims to examine the factors influencing company performance, including Disruptive Environment, Logistics Agility, and Ambidextrous Leadership, with Logistics Innovation as an intervening variable. The study population consists of 229 employers, with a sample size of 146 respondents determined using Slovin's formula. All indicators have values ranging from 0.710 to 0.931, exceeding the threshold of 0.7, confirming their validity. Furthermore, all dimensions have Cronbach's Alpha values above 0.7, indicating reliability. The results show a positive and significant effect of the Disruptive Environment on Logistics Innovation, with a T-Statistic of 3.384 and a p-value of 0.047. Similarly, Logistics Agility has a positive and significant effect on Logistics Innovation, with a T-Statistic of 2.006 (>1.96) and a p-value of 0.045. Ambidextrous Leadership also exhibits a positive and significant effect on Logistics Innovation, with a T-Statistic of 1.992 (>1.96) and a p-value of 0.045. Moreover, Disruptive Environment, Logistics Agility, and Ambidextrous Leadership collectively have a positive and significant impact on Logistics Innovation, as indicated by an R-Square value of 0.579. Additionally, Logistics Innovation has a positive and significant effect on the performance of PT Pos Indonesia, Jember Main Branch, with a T-Statistic of 16.450 and a p-value of 0.000. To enhance revenue, PT Pos Indonesia, Jember Main Branch, should continuously implement innovations, particularly in optimizing the distribution process to deliver goods to customers more efficiently than its competitors.

1. Introduction

The logistics and courier business in Indonesia has undergone significant transformation in recent years, particularly with the increased demand for delivery services driven by the growth of e-commerce and changes in consumer behavior. As one of the key players in this industry, PT Pos Indonesia is required to adapt to increasingly competitive market dynamics. However, based on 2024 performance data, PT Pos Indonesia's Jember Main Branch recorded revenue of IDR 6,796,868,820

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in the Retail Courier and Logistics Business segment, which remains below the set target of IDR 8,109,800,000. This indicates performance issues that require further investigation.

One of the main challenges faced by logistics companies is the disruptive business environment. According to Christensen *et al.,* [1], a disruptive environment is characterized by rapid changes in technology, regulations, and competition, which can disrupt traditional business models. In the context of PT Pos Indonesia, the emergence of new logistics companies and digital platforms has created significant competitive pressure say Zhang [2]. Additionally, the company's inability to respond to these changes may lead to declines in operational and financial performance.

Another factor suspected to influence company performance is logistics agility. Gligor *et al.,* [3] define logistics agility as a company's ability to respond quickly and efficiently to changes in demand and supply chain disruptions. A study by Wicaksono *et al.,* [4] shows that logistics companies with high agility are better able to maintain performance amid market uncertainties. Thus, low logistics agility may be one reason for PT Pos Indonesia Jember Main Branch's failure to meet revenue targets.

Beyond external and operational factors, leadership also plays a crucial role in determining company performance. The concept of ambidextrous leadership, which combines the ability to explore new innovations while exploiting existing processes, is considered relevant in dynamic business contexts say Rosing *et al.,* [5]. Research by Ruiqian *et al.,* [6] demonstrates that ambidextrous leadership can enhance a company's ability to address disruptive challenges through innovation. However, the implementation of this leadership style at PT Pos Indonesia still requires deeper examination.

Logistics innovation is also regarded as a key variable mediating the relationship between disruptive environments, logistics agility, ambidextrous leadership, and company performance. Hohenstein *et al.,* [7] argue that logistics innovations, such as automation technology and data analytics, can improve operational efficiency and customer satisfaction. However, without effective leadership and operational agility, such innovations may not be optimally implemented.

Based on the above, this study aims to analyze the factors influencing the performance of PT Pos Indonesia Jember Main Branch, focusing on the disruptive environment, logistics agility, and ambidextrous leadership, as well as the role of logistics innovation as an intervening variable. The findings are expected to provide strategic recommendations for the company to improve its business performance amid increasingly complex market challenges.

The state of the art that differentiates this research from the articles cited above is: The disruptive environment studied is specific to the context of Jember. Despite the significant challenges faced by logistics companies in Indonesia, the research conducted remains limited in exploring the specific interactions between disruptive environments and logistics innovation within the context of PT Pos Indonesia, particularly in Jember.

1.1 Literature Review

1.1.1 Disruptive environment

Hopp *et al.,* [8] say Disruptive Environment is an environment where rapid technological innovation disrupts existing markets, creating new opportunities while threatening traditional businesses. According to Chauhan [9] A disruptive environment is a situation where unexpected and radical changes in technology or markets force organizations to significantly alter their strategies, one of the dimension is technological uncertainty which has indicators Rapid and unexpected technological changes, the emergence of new technologies that disrupt existing markets, the inability of the organization to predict the direction of technological development. According to [10] Disruptive Environment refers to conditions where rapid technological and social changes create

uncertainty and challenges for organizations to adapt and have several dimensions, one of which is Market Volatility which has Indicators Significant fluctuations in market demand, and emergence of new competitors with innovative business models.

1.1.2 Ambidextrous leadership

According to Schlosser *et al.,* [11], Ambidextrous leadership refers to the ability of leaders to simultaneously manage the existing operations of a company while also promoting innovation and exploration of new opportunities. This type of leadership is important for organisations that need to balance their current performance with future growth and development. Ambidextrous leaders are able to navigate these competing demands by creating a culture that supports both incremental improvements and breakthrough innovations. From the research by Ruiqian *et al.,* [12], Ambidextrous leadership has two dimension, First Exploration that 3 indicator Leaders are active in seeking out new trends in their industry, Leaders strive to explore new opportunities, The company focuses on planning for future agendas. Second Exploitation that has 2 indicators Leaders make maximum use of existing resources, Leaders focus on value chain efficiency.

1.1.3 Logistics agility

Al Doghan & Sundram [13] in their research said Logistics Agility refers to the ability of a logistics system to adapt quickly to changes in an uncertain business environment. This includes speed in responding to customer demand, flexibility in managing the supply chain, and efficiency in overcoming operational disruptions. In the context of supply chain management, logistics agility enables companies to maintain competitiveness by adjusting procurement, production, and distribution strategies according to market changes. According to Doghan & Sundram [13] Logistic Agility has three Dimensions but in this research author only cover two of them First Responsiveness, with indicators Ability to meet customer demands quickly, Speed in adjusting operations to market changes, Utilization of digital technology to speed up delivery and order processing. Second Digital Integration with indicators Use of AI and IoT-based systems for real-time supply chain monitoring, Digital collaboration between suppliers, manufacturers, and distributors to improve efficiency, Use of data analytics to optimize logistics decisions.

1.1.4 Logistics innovation

According to Ifeanyi & Spencer [14] Logistics innovation refers to the application of new technologies, methods, and strategies in logistics systems to improve supply chain efficiency, effectiveness, and flexibility. It includes the integration of digital technologies, automation, and data-driven approaches to improve operational performance in logistics and supply chain management. Saatcioglu *et al.,* [15] in their research said Logistic innovation is defined as “any logistics-related service, whether basic or complex, that is considered new and beneficial to a specific audience”. These innovations can be internal, improving operational efficiency, or external, aiming to provide better service to customers. Saatcioglu *et al.,* [15] said that Logistic Innovation has three dimension but in this research author only focus to two of them. Market Competencies with the indicators Ability to understand and capitalize on opportunities in the market, Analysis of market trends and customer behavior, Adaptation to changes in customer demand. The second dimension is Technology Competencies with the indicators Development and application of new technologies in logistics, Use

of automation systems such as RFID and warehouse management systems, Investment in research and development (R&D).

1.1.5 Company performance

According to Hotnauli and Murwaningsari [16], company performance is a business result that could be achieved from any procedure in any period of time that has fulfilled benchmarks set by the business for producing big profit. Alifah [17] said that company performance has two dimensions and they are quality and quantity. Quality has four indicators, first Sales Growth: Shows how much the company's sales have increased over time. Second, Increased Turnover/Profit: Indicates how much the company is able to generate greater profits or turnover. Third, Product/Service Quality: Indicates how well the products or services produced by the company meet the quality standards expected by customers. Fourth, Innovation and Differentiation: The company's ability to create innovative products or services that differentiate from competitors. Second Dimension is Quantity also has four indicators, first Employee Growth: Shows how much the company is able to increase the number of employees as an indicator of growth. Second, Asset Growth: Indicates how much the company is able to increase its assets. Third is Equity: Shows how much the company's equity value has increased, reflecting the financial strength of the company. The last indicator of Quantity is Market Share: Percentage of the company in the industry compared to major competitors

1.1.6 Effect of disruptive environment to logistics innovation

A research is done by Ifeanyi and Spencer [14], Ali *et al.,* [18], Puspitorini *et al.,* [19], and Chen [20], they find that Disruptive Environment has a positive relationship with Logistic Innovation.

1.1.7 Effect of ambidextrous leadership to logistics innovation

According to Ruqian *et al.,* [12], Rosadi [21], Gerlach et *al.,* [22], Ambidextrous Leadership has a positive influence on logistics innovation. Ruqian *et al.,* [12] on their research say Ambidextrous leadership has a positive influence on logistics innovation because it enables organizations to Optimize existing processes while looking for innovation opportunities, leverage digital technologies to improve logistics efficiency and sustainability and create value in both business and social aspects, which are increasingly important in the modern logistics ecosystem.

1.1.8 Effect of logistic agility to logistics innovation

Al Doghan and Sundram [13], Sipos and Bizo [23], explains that there is an effect of logistic agility to logistics innovation. Sipos and Bizo [23] confirmed that logistics agility has a positive impact on logistics innovation because it allows companies to adapt new technologies faster to improve efficiency, improve overall logistics performance, which impacts cost efficiency and distribution speed, enhance the company's competitiveness in the global market through innovations in supply chain and transportation systems.

1.1.9 Effect of logistics innovation to company performance

Saatcioglu *et al.*, [15] said that Logistics innovation plays a key role in improving company performance. Several key factors that explain how logistics innovation improves Company

performance, first higher operational efficiency through automation and digitization, improved customer service with faster and more flexible delivery times, stronger competitive advantage in the global market, better business sustainability with reduced costs and environmental impact. There is also a research that is done by Nurjanah [24], it shows that logistics innovation could improve the company performance.

2. Methodology

This study employs quantitative, descriptive, and verificative research methods. According to Sugiyono [25], the quantitative research method is utilized to examine the behavior of a population or a sample (a subset of the population). The researcher applied a descriptive approach; as defined by Sugiyono [25], descriptive research aims to provide a comprehensive depiction of the specific characteristics of the variables under investigation, often represented by the mean values of these variables. In addition, the study utilized a verificative method. Siregar [26] defines verificative research as an approach used to test the validity of existing knowledge within a particular field. This method is employed to substantiate expert opinions regarding the influence of independent variables on the intervening variable, as well as the impact of the intervening variable on the dependent variable.

2.1 Testing the Quality of Questionnaires as a Tool for Collecting Respondent Data

The data used in this research will be collected using a questionnaire. According to Sahir [27], A questionnaire is a set of questions designed to measure research variables. Before use, it must undergo quality testing through two main types: validity testing and reliability testing.

2.1.1 Validity test

Sahir [27] states that The validity test aims to assess how well respondents understand the questions posed by the researcher. Through this test, the researcher can ensure that the answers provided by respondents accurately reflect the existing reality. Duryadi [28] added that a question is considered valid if its loading factor value is 0.70 or higher.

2.1.2 Reliability test

Widodo *et al.,* [29] reliability refers to the consistency of a series of measurements or measuring instruments when the same tool is used repeatedly. Therefore, a reliability test is conducted to assess the consistency of respondents' answers to the same question at different times. The more consistent the responses provided by respondents, the higher the reliability value. Muin [30] added that data that has an instrument reliability value greater than 0.7 is declared reliable.

2.2 Population and Sample

According to Sahir [27], the population is all the subjects studied. Then, Muin [30] added that this population is not only subjects but also involves other natural objects or objects. So this population can be interpreted as the object being studied (humans, animals, or other objects) with the number and characteristics that have been determined by the researcher to be studied and conclusions drawn. The author The author limits the population to employees at the Pos Indonesia Jember main

branch office, and determines as Executive General Manager, Deputy Executive General Manager, Managers, Assistant Managers, Branch Managers, Partnership Worker, and Agenpos at the Jember Main Branch Office as the population to be studied to obtain information about their interpretation of Disruptive Environment, Ambidextrous Leadership, Logistic Agility, Logistics Innovation, and Company Performance. The total population is 229 employers of PT Pos Indonesia (Persero) at the Jember Main Branch Office, with details presented in the Table 1.

Table 1
Population

No	Department	Men	Women	Total
1.	Executive General Manager	1		1
2.	Deputy Executive General Manager	1		1
3.	Managers	6	1	7
4.	Assistant Managers	2	2	4
5.	Branch Managers	23	3	26
6.	Staff	40	5	45
7.	Oranger	120	15	135
8.	Agenpos	9	1	10
	Total	202	27	229

Sahir [27] said that the sample is a portion of the population to be studied. Soesana *et al.,* [31] the sample size in research must be calculated to ensure that the smallest possible number of samples can adequately represent the entire population. This approach aims to achieve efficiency while maintaining the accuracy and generalizability of the research findings. The following is the formula used to calculate the sample size.

$$n = \frac{N}{1+Ne^2} \quad (1)$$

Information:
n = Total of Sample A
N = Total of Population = 229 people
e = Acceptable error rate = 0.05

Total sample in this research based on formula:

$$n = \frac{N}{1+Ne^2} \quad (2)$$

$$n = \frac{229}{1+229 \times 0.05^2} \quad (3)$$

$$n = \frac{229}{1.5725} \quad (4)$$

$n = 145.62$ rounded up and become into 146 respondents (5)

Based on the calculation results above, it has been determined that the number of respondents is 146 respondents. Then the respondent will fill out the questionnaire that will be given. The data from the questionnaire will be processed by the author using smart PLS software.

2.3 Descriptive Test

According to Vernando *et al.,* [32] descriptive tests are an analytical method used to summarize and describe the characteristics of a dataset. The primary objective of this test is to present data in a clear and concise manner, making it easier to interpret. This approach emphasizes analyzing and interpreting the mean value of each variable. The following is an interpretation scale for average values:

1.00 – 1.80 = “Really Low” (Indicates that there is a significant problem)
1.80 – 2.59 = “Low” (Indicates less than optimal performance)
2.60 – 3.39 = “Moderate” (Could be increase)
3.40 – 4.19 = “High” (Has a good performance)
4.20 – 5.00 = “Really High” (Has an optimal performance)

2.4 Verify Test

The verification test is a research method employed to validate the relationships between variables specified in the hypothesis. This approach is widely utilized in quantitative research as a standard technique for confirming theoretical assumptions. Handayani and Kasir [33] emphasized that the main purpose of this verification test is to test the truth of the hypothesis that has been determined based on the data that has been collected.

2.5 Research Model

The research model in this study is presented in Figure 1.

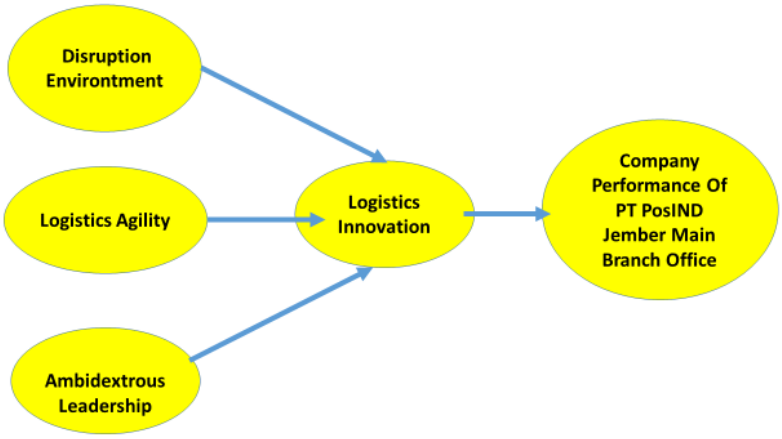

Fig. 1. Research Model

2.6 Hypotheses

The researcher formulated the following hypothesis (see Table 2):

Table 2
Hypotheses

No	Hypothesis	
1.	H1	There is a positive and significant effect of Disruptive Environment on Logistics Innovation.
2.	H2	There is a positive and significant effect of logistics agility on logistics innovation.
3.	H3	There is a positive and significant effect of Ambidextrous Leadership on Logistics Innovation.
4.	H4	There is a positive and significant simultaneous effect of the Disruptive Environment, Logistics Agility, and Ambidextrous Leadership on Logistics Innovation.
5.	H5	There is a positive and significant effect of Logistics Innovation on Company Performance.

3. Results

3.1 Descriptive Test

The research findings show that the average value of each indicator can be seen in detail in the Table 3:

Table 3
Descriptive Test Result

No	Variable	Indicator	Mean
1.	Disruptive Environment	DE1 - DE5	3.116 - 3.329
2.	Ambidextrous Leadership	AL1 - AL5	2.979 - 3.281
3.	Logistic Agility	LA1 - LA5	3.116 - 3.404
4.	Logistics Innovation	LI1 - LI6	2.760 - 2.960
5.	Company Performance	CP1 - CP8	2.849 - 3.301

The research findings indicate that the mean values of each indicator ranged from 2.760 to 3.404, classifying the variables as moderately good—approaching good, yet not fully meeting the criteria for "good." Because they do not reach the "good" category, there are still several indicators whose scores are quite good and are still not optimal so there are still wide opportunities to make improvements and improvements to become even better.

3.2 Validity Test

Hasnita [34] asserts that research findings are considered valid if each indicator demonstrates a load factor (or outer loading) value above 0.700. The present study revealed that the load factor values for all indicators ranged from 0.710 to 0.931 as can be seen in Figure 2 below, all of which exceeding the 0.700 threshold. Thus, in accordance with Hasnita [34], all indicators in this study are validated.

Outer Loadings

	Ambidextrous Logistics	Company Performance Of PT PosIND Jember Main Branch Office	Desruptive Environtment	Logistics Agility	Logistics Innovation
AL1	0,806				
AL2	0,784				
AL3	0,866				
AL4	0,860				
AL5	0,814				
CP1		0,824			
CP2		0,811			
CP3		0,881			
CP4		0,861			
CP5		0,880			
CP6		0,914			
CP7		0,716			
CP8		0,710			
DE1			0,892		
DE2			0,889		
DE3			0,807		
DE4			0,805		
DE5			0,850		
LA1				0,783	
LA2				0,825	
LA3				0,894	
LA4				0,859	
LA5				0,814	
LI1					0,832
LI2					0,852
LI3					0,928
LI4					0,929
LI5					0,931
LI6					0,923

Fig. 2. Outer Loading Value

3.3 Reliability Test

Hasnita [34] explains that that the reliability test for each variable can be measured using four tests, starting from Cronbanch's Alpha test, Rho A Test, Composite Reliability Test, and Average Variance Extracted (AVE) Test. Hasnita [34] explained further, each test has a minimum value that must be met to be accepted. For Cronbanch's Alpha the value must be > 0,700, for AVE > 0.500, Composite Reliability > 0,700, and Rho A > 0,700. The following Figure 3 is the results of the reliability test obtained based on testing with SMART PLS.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Ambidextrous Logistics	0,884	0,884	0,915	0,683
Company Performance Of PT PosIND Jember Main Branch Office	0,935	0,951	0,945	0,685
Desruptive Environtment	0,903	0,907	0,928	0,721
Logistics Agility	0,891	0,894	0,920	0,699
Logistics Innovation	0,953	0,954	0,962	0,810

Fig. 3. Reliability Test Result

Based on the data in the table above, it can be seen that all existing variables have a Cronbach's Alpha value > 0,700, then a Rho A value > 0,700, a Composite Reliability value > 0,700, and an Average Variance Extracted (AVE) value > 0.500. From the data that has been obtained, each variable in this study is classified as reliable. From this it can be said that the questionnaire used to collect data is a qualified questionnaire because it has met the requirements as a data collection tool from respondents, which is valid and reliable. That way, all data in this study is suitable for processing using the SMART PLS application.

3.4 Hypothesis Test

According to Halimah *et al.,* [35], a hypothesis can be said to be true if the value of $t_{count} > t_{table}$. Apart from that, Lestari *et al.,* [36] added that other values need to be considered besides the t value. This value is the P-value which determines significance. So, if the P-value is smaller than 0,05 then there is a significant influence between the exogenous variable and the endogenous variable. That way, if the value of $t_{count} > t_{table}$ and P-Value < 0,05 then it can be stated that there is a positive and significant influence between exogenous and endogenous variables. Figure 4 below presents the outcomes of hypothesis testing conducted using the SMART PLS application.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Ambidextrous Logistics -> Logistics Innovation	0,241	0,228	0,121	1,992	0,045
Desruptive Environtment -> Logistics Innovation	0,348	0,359	0,112	3,384	0,047
Logistics Agility -> Logistics Innovation	0,233	0,238	0,120	2,006	0,045
Logistics Innovation -> Company Performance Of PT PosIND Jember Main Branch Office	0,784	0,788	0,044	16,450	0,000

Fig. 4. Hypothesis Test Value

Based on the data presented in the figure above, the following outlines the results of the hypothesis testing that has been conducted:

a) The results further show that the T-statistic for Disruptive Environment was 3.384 (greater than 1.96) with a p-value of 0.047, indicating a positive and significant effect on Logistics Innovation.
b) In addition, the T-statistic for Ambidextrous Leadership was 1.992 (greater than 1.96) with a p-value of 0.045, which implies a positive and significant effect on Logistics Innovation.
c) Similarly, the T-statistic for Logistics Agility was 2.006 (greater than 1.96) with a p-value of 0.045, signifying a positive and significant effect on Logistics Innovation.
d) Finally, the T-statistic for Logistics Innovation was 16.450 (greater than 1.96) with a p-value of 0.000, confirming a positive and significant impact on Company Performance.

3.5 Research Result Model

The overall research results, analyzed using the Structural Equation Modeling (SEM) approach with the PLS application, are presented in Figure 6 below.

Based on the figure 5, it can be seen that the path coefficient for Distruptive Environment on Logistics Inovation is 0.348, this means that the disruptive environment has a positive effect on logistics innovation with a coefficient of 0.348. The path coefficient for Ambidextrous Logistics on Logistics Inovation is 0.241, this means that Ambidextrous logistics has a positive effect on logistics innovation with a coefficient of 0.241. The path coefficient for Logistic Agility on Logistics Inovation is 0.233, this mean logistics agility has a positive influence on logistics innovation with a coefficient of 0.233. The path coefficient for Logistics Inovation on Company Performance is 0.784 This indicates that logistics innovation has a significant influence on company performance with a coefficient of 0.784.

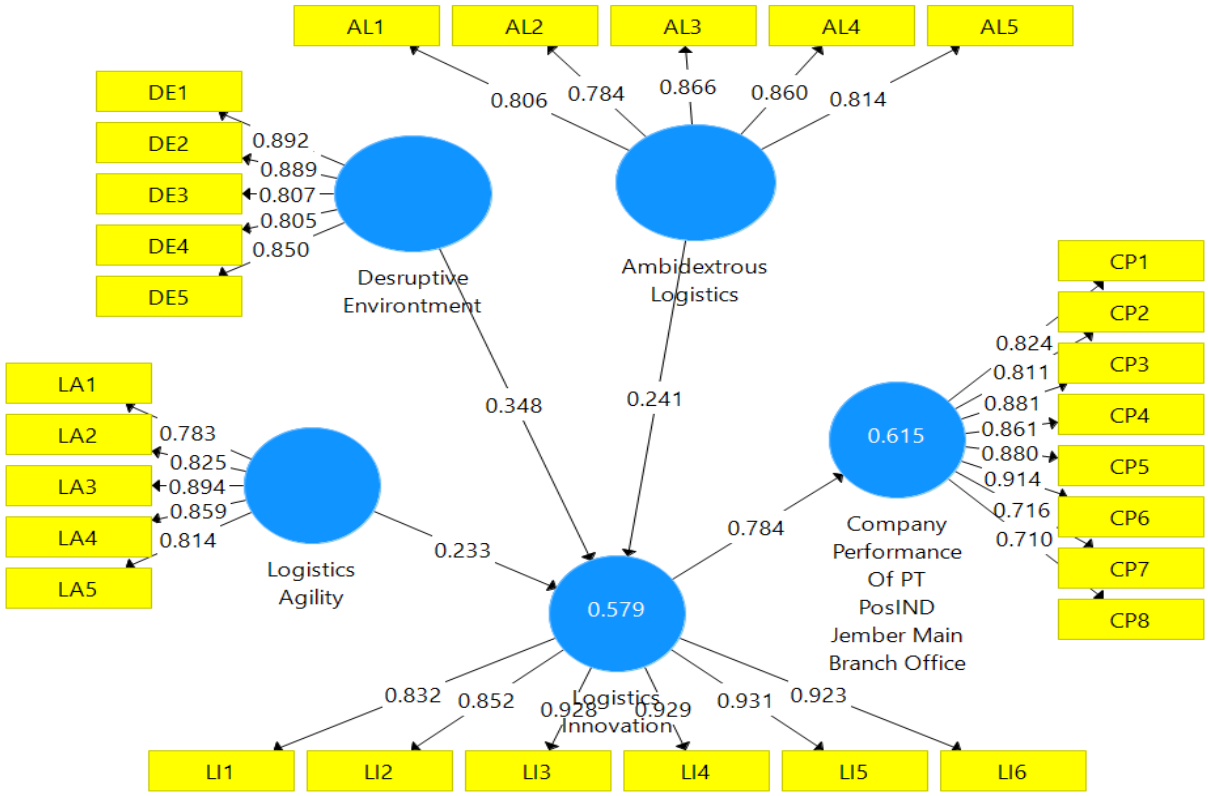

Fig 5. Result Research Mod

Base on the figure 5 above we can also find out the R Square value, Logistics Innovation has an R-Square value of 0.579 this demonstrating that Disruptive Environment, Logistics Agility, and Ambidextrous Leadership collectively exert a positive and significant effect on Logistics Innovation simultaneously. Company Performance has an R Square of 0.615, which means 61.5% of the variation in company performance is explained by logistics innovation.

So the interpretation is from this path diagram, it can be concluded that logistics innovation plays an important role as a mediator in improving firm performance, which is influenced by the disruptive environment, ambidextrous logistics, and logistics agility. The highest coefficient is in the relationship Logistics Innovation on Company Performance (0.784), which indicates that logistics innovation has the most significant impact on company performance. All relationships in this model have a positive value, which means that any increase in the independent variable will increase the dependent variable.

4. Conclusions

This study examined the factors affecting the performance of PT Pos Indonesia (Persero) Jember Main Branch Office, emphasizing the influence of the Disruptive Environment, Logistics Agility, and Ambidextrous Leadership, with Logistics Innovation serving as an intervening variable. The results demonstrate that all independent variables positively and significantly impact Logistics Innovation, which subsequently plays a crucial role in improving company performance.

The research highlights the critical role of logistics innovation in enhancing operational efficiency, customer satisfaction, and ultimately, financial performance. The findings reveal the following:

i. The results further show that the T-statistic for Disruptive Environment was 3.384 (greater than 1.96) with a p-value of 0.047, indicating a positive and significant effect on Logistics

Innovation. A Disruptive Environment drives Logistics Innovation by pushing organizations to adapt to market fluctuations and technological changes.

ii. Similarly, the T-statistic for Logistics Agility was 2.006 (greater than 1.96) with a p-value of 0.045, signifying a positive and significant effect on Logistics Innovation. Logistics Agility significantly contributes to Logistics Innovation by improving responsiveness and integrating digital solutions into supply chain processes.

iii. In addition, the T-statistic for Ambidextrous Leadership was 1.992 (greater than 1.96) with a p-value of 0.045, which implies a positive and significant effect on Logistics Innovation. Ambidextrous Leadership positively affects Logistics Innovation by effectively balancing the exploration of new opportunities with the optimization of existing resources.

iv. Logistics Innovation serves as a key mediating factor, demonstrating a strong positive impact on company performance, supported by a high path coefficient value by 0.784 and R-Square value by 0.579.

Based on the study's findings, the following recommendations are proposed for PT Pos Indonesia Jember Main Branch Office:

i. Enhancing Digital Capabilities: Continuously invest in advanced digital technologies, such as AI-driven analytics and automation, to enhance logistics efficiency and responsiveness.

ii. Strengthening Leadership Development: Implement leadership training programs focused on developing ambidextrous skills to effectively balance innovation and operational excellence.

iii. Increasing Market Adaptability: Develop agile supply chain strategies to swiftly adapt to market dynamics and evolving customer needs.

iv. Fostering a Culture of Innovation: Promote an organizational culture that encourages employees to actively engage in innovation initiatives and process optimization.

v. Benchmarking Against Competitors: Regularly evaluate and adopt industry best practices to sustain a competitive advantage in the logistics sector.

vi. By prioritizing these strategic enhancements, PT Pos Indonesia Jember Main Branch can strengthen its logistics innovation capabilities, boost financial performance, and maintain long-term competitiveness in the rapidly evolving logistics sector.

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