

Implementation Of Business Process Reengineering (BPR) In Courier Business Services To Improve The Quality Of Public Services

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ABSTRAK

Penelitian ini dilakukan untuk mengetahui implementasi dari business process reengineering dalam meningkatkan kualitas pelayanan publik di bisnis kurir. Metode penelitian yang digunakan adalah mixed-method: concurrent embedded, dengan metode pengukuran kualitas pelayanan jasa: Service Performance (Servperf) yang dilengkapi dengan analisa Customer Satisfaction Index dan Important Performance Analysis terhadap 200 orang publik pengguna layanan. PT Pos Indonesia telah menerapkan rekayasa ulang proses bisnis khususnya dengan menerapkan teknologi informasi dan transformasi digital untuk meningkatkan kualitas pelayanannya. Berdasarkan hasil analisa kuantitatif kualitas Pelayanan di PT Pos Indonesia tergolong baik, meskipun belum mendapatkan kepercayaan utuh dari masyarakat, dengan prioritas pelayanan publik yang harus diutamakan menyangkut kejelasan standar pelayanan, kecepatan akses digital, kemudahan penggunaan fitur dan shortcut pada aplikasi-aplikasi digital serta kesopanan dan sikap karyawan dalam memberikan pelayanan. Saran yang bisa diberikan dalam implementasi business process reengineering dalam peningkatan kualitas pelayanan kepada publik adalah peningkatan sosialisasi visi dan misi perusahaan terkait layanan, perhatian terhadap insentif karyawan, peningkatan keterampilan karyawan untuk menghadapi perkembangan teknologi dan tren pasar yang cepat, menyiapkan dan mempertahankan karyawan terbaik serta mengembangkan strategi yang fleksibel untuk memenuhi kebutuhan tenaga kerja dan merealisasikan transformasi yang merupakan action plan perusahaan.

ABSTRACT

This research was conducted to determine the implementation of business process reengineering to improve the quality of public services in the courier business. The research method used is mixed-method: concurrent embedded with a service quality measurement method: service performance (Servperf), which is equipped with a customer satisfaction index and an important performance analysis of 200 public service users. PT Pos Indonesia has implemented re-engineering of its business processes, especially by implementing information technology and digital transformation to improve the quality of its services. Based on the results of quantitative analysis, the quality of service at PT Pos Indonesia is classified as good, even though it has not yet received complete trust from the public, with public service priorities that must be prioritized regarding clarity of service standards, speed of digital access, ease of use of features and shortcuts in digital applications, politeness, and employee attitudes in providing services. Suggestions that can be given in implementing business process reengineering to improve the quality of service to the public are: increasing the socialization of the company's vision and mission regarding services; paying attention to employee incentives; increasing employee skills to face rapid technological developments and market trends; preparing and retaining the best employees; developing a flexible strategy to meet workforce needs; and realizing transformation, which is the company's action plan.

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INTRODUCTION

Public attention to delivery services increases every year. Increasingly tight competition with the emergence of similar companies (Mustopa Saputra et al., 2023) (Rahman et al., 2021) forces PT Pos Indonesia to create new strategies and innovations that suit with developments over time, so that it is able to compete and be increasingly superior to its competitors. Hard work in developing and utilizing the company's resources is increasingly being developed so that people will increasingly trust and not leave this company. (Aditya et al., 2023)

Similar companies that are competitors such as TIKI, JNE, J&T, Lion Parcel, SiCepat, Ninja Express, Indah Logistic, First Logistic, Pandu Logistic, and others are competing to provide higher quality and more reliable services for the service user community by carrying out various innovation. (Trianto et al., 2023) Table 1 below shows the position of PT Pos Indonesia based on data on acceptance of courier service brands by the public (topbrand-award.com, 2023):

Table 1
Top Brand Index Courier Services

Brand	%				
	2019	2020	2021	2022	2023
JNE Express	-	-	-	-	29.10
J&T Express	-	-	-	-	33.30
TiKi	12.60	10.80	11.20	11.10	10.60
Pos Indonesia	5.40	7.70	8.50	8.50	7.30
DHL	3.80	4.10	6.00	6.90	7.20

Source: topbrand-award.com, 2023

Innovation is a reaction to various dynamic environmental changes to create and maintain competitiveness by finding new ways, methods, and strategies for creating and producing new products or making improvements (tangible or intangible) by increasing the creative abilities of all members of the organization (Halkos, 2012) (Allegretti et al., 2021). Companies that cannot create products and services that are cheaper, better, and faster than similar products and services offered by other companies over time will not be able to survive (Vizzon et al., 2020). It is at this time that companies must make very radical, fundamental, dramatic, and significant changes, especially those related to the process of creating their products and services, through business process reengineering. (Oktaviany, 2018)

PT Pos Indonesia's responsibility as a state-owned enterprise (BUMN) is to act as an agent of development for the government so that the company can survive in an increasingly volatile business environment. The condition that has a significant impact is that the development of information technology has triggered the acceleration of the communication process so that it is faster, more practical, and easier. As a provider of information and communication distribution services, the postal industry is also experiencing the impact of these developments. Some of the impacts experienced by the company were a decrease in the volume of mail sent and a decrease in financial services transactions due to the emergence of many web-based Payment Point Online Bank (PPOB) providers. Several conditions that have a significant impact on the postal business require some business engineering. Management carries out business process engineering so that it can continue to have strong competitiveness to compete with all its business competitors and ensure business sustainability.

This research was conducted at PT Pos Indonesia as a state-owned company, which is still not the public's main choice in the courier business, even though it should have a large role due to the rapid growth of the package delivery business, e-business, and e-commerce in Indonesia. PT Pos Indonesia has implemented business process re-engineering, especially by applying information technology and digital transformation to improve its services. Research shows that PT Pos Indonesia has improved its services (Mustopa Saputra et al., 2023) and improved its performance by starting to implement an online system (Lisawanto et al., 2023) (Alam & S, 2022) as a form of re-engineering the business innovation process, among other things. implementation of several cell phone applications to improve public services, such as the POSGIRO Mobile application, Business to Business (B2B) Post Agent Products, Air Retail Cargo Post Service Products (KRU), FASTPOS, Contact Center Oranger, M-agenpos, Agenpos B2B Courier, Jaskug Agenpos B2B, Air Retail Cargo Services at Agenpos, as well as e-Money top-up at the post office. The hope is that the implementation of the cell phone application can improve the quality of PT Pos Indonesia's services. (Rahman et al., 2021) (Hermin et al., 2023)

Previous research used SCI and IPA methods to determine the gap between consumer perceptions and expectations regarding service quality and determine the results or level of consumer satisfaction with (Budhi & Sumiari, 2017) (Atik & Yadi, 2021) service quality, while the analysis in this research uses a mixed method that combines qualitative and quantitative research. (with SCI and IPA). Research on the implementation of business process reengineering was conducted by (Hidayat, 2021) (Wisayani, 2014) to find out how business process reengineering can improve the quality of service for the public and customers, while this research was conducted at a BUMN to find out the Implementation of Business Process Reengineering in Courier Business Services to Improve the Quality of Public Services.

Literature Review

The concept of service quality basically provides a concrete perception of the quality of a service. This service quality concept is a comprehensive and permanent revolution in changing people's perspective in running or pursuing business related to a dynamic and continuous process in fulfilling the hopes, needs and desires of the community as service users. This is in accordance with the "Quality" theory put forward by Marcel (2003: 192) in in (Fadhil et al., 2023) that the achievement of a service action is determined by quality. Quality is the highest appreciation of service actions.

Service quality measurement indicators based on Servqual theory according to (Parasuraman A Parsu et al., 1988) include the dimensions of tangibles, reliability, responsiveness, assurance and empathy, further developed by (Cronin & Taylor, 1992) with the concept of servperf (service performance) to measure service quality through consumers' or customers' perceptions of the company's actual performance (Jain & Gupta, 2004). The Servperf concept is actually not much different from Servqual, because it only measures consumer or customer perceptions and does not compare them with their expectations. The basis for (Cronin & Taylor, 1992) emergence of Serperv is that there is a mismatch in using service quality measures using the expectation minus reality formula, because expectations have a unique effect on consumer perceptions of service quality and consumer satisfaction has a stronger influence on purchase intention than service quality. (Nkurunziza et al., 2019)

Paper & Chang (Indrajit & Djokopranoto, 2002), explain that business process reengineering is radically redesigning business processes to achieve dramatic improvements in productivity, cycle time, quality, and employee and customer satisfaction (Jamali, 2012) (Hin, 2015). Companies need to assess what work needs to be

done to improve the quality of service to the public(Hammer, 2000).

This aspect is an advantage of using business process reengineering as innovation in services, including public services (Ha & Park, 2006) (Goksoy et al., 2012). Business process reengineering is innovation in the process of providing goods or services(Sawir et al., 2023). in an organization that is radical, fundamental, and dramatic. Some of the direct results that can be expected from this reengineering process, according to (Indrajit & Djokopranoto, 2002) (Zhang, Q., 2002), are process improvements with increases that can reach 50% to 100%, drastic cost reductions, and dramatic increases in speed, quality, and service audiences (Gunasekaran & Kobu, 2002) (Antón et al., 1994).

To achieve success in business process reengineering, the most important thing is not knowing how to carry out reengineering, but more so regarding the key factors expressed (Indrajit & Djokopranoto, 2002), namely: vision, skills, incentives, resources, and an action plan.

RESEARCH METHODS

The research method used is a combination method or mixed method that combines or connects quantitative and qualitative research methods using concurrent embedded (unbalanced mixture), which combines qualitative and quantitative research methods in an unequal manner and is used together at the same time. the same but remain independent to answer similar problem formulations (Luthfiyah et al., 2021). The quantitative methods used in measuring service quality are service performance (Servperf) and important performance analysis (IPA).

Servperf, according to (Cronin & Taylor, 1992), is a method used to assess the performance of the service received by customers and the quality of the service they actually experience. Servperf is the performance of the service received by consumers themselves and assesses the quality of service they really feel. Servperf has the advantage of providing information on which service quality attributes are important to improve because Servperf measurements are based on the performance of the service process (Gencer & Akkucuk, 2017). Meanwhile, IPA is a tool used to compare the extent to which perceived performance is compared to the desired level of satisfaction. In this research, the Servperf and IPA methods are used to measure the quality of services in the PT Pos Indonesia courier business, which is divided into five dimensions: tangible (physical or real evidence), reliability (reliability), responsiveness (responsiveness), assurance (guarantee), and empathy (attention) based on business process reengineering, which includes parameters (1) vision, (2) skills, (3) incentives, (4) resources, and (5) an action plan.

The research stage goes through the stages of identifying and formulating the problem, then continuing with the theoretical foundation stage, namely determining the theory used and clarifying the problem, compiling research instruments, and validating the instruments. The next stage is collecting qualitative and quantitative data, presenting research data, and drawing up conclusions and suggestions. Data processing goes through stages: validity test, reliability test, determining sample size, measuring service quality using Service Performance (Servperf), measuring service quality using the Important Performance Analysis (IPA) method, and interpretation.

RESULTS AND DISCUSSIONS

Results

In this research, there are two types of data sources: secondary data sources and primary data sources. Secondary data sources were obtained from various books and documents, as well as various information that was quoted, processed, and presented for the preparation of research concepts and technical plans; disclosure of research objects and loci; and various matters related to the excavation and analysis of research objects and loci.

PT Pos Indonesia has re-engineered several business processes in the retail and property industries, financial services, logistics, and the mail and package business. Domestic services include regular courier services, Express Post, Special Express Post, Jumbo Economy Post, Q9 Sameday Service, and QPosin Aja, which have the largest network and operate at fairly affordable and competitive rates, as well as insurance (guarantee), both of which guarantee loss, damage, or compensation. The service offers a pickup option as well as a status tracking tool so customers can follow the progress of their shipment. While EMS, Priority Services, and Standard Services form International Services, The emergence of various online shopping platforms and markets has given new hope to the need for package delivery services. Meanwhile, on the other hand, the need for letters is actually decreasing. This is an inevitability that must happen in today's digital era.

PT Pos Indonesia conducts business process engineering (BPR) in its letter and package business through digital transformation. This enables the company to continuously adapt and offer optimal service and convenience to the community. Pos Indonesia's digital transformation has been implemented during the past two years through the utilization of its digital service apps, particularly PosAja and PosPay. The PosAja application offers services for the transportation of parcels or papers, whereas the Pospay application functions as a payment platform based on Giropos accounts. PosAja and PosPay offer a range of functions that facilitate the sending of goods and finances. Pos Indonesia's digital devices are dependable and accessible to all segments of society, thanks to their extensive service coverage spanning 54,000 locations across Indonesia. These devices offer comprehensive financial transaction capabilities, particularly for bill payments, and are seamlessly integrated with post offices. The PosAja application simplifies the process of sending parcels via the domestic package delivery service by offering convenient features such as free pick-up, cash on delivery (COD), and the ability to verify rates and track items.

PT Pos Indonesia, as a courier service provider, offers advanced technology that enables accurate delivery of packages and mail to the designated address. PT Pos Indonesia offers four service stages to efficiently and accurately handle shipments: collection at the reception counter, processing at the shipping center, transportation in the distribution section, and delivery by the postal delivery department. Every stage or component of the postal service plays crucial roles and has distinct duties in the process of sending mail. The Integrated Postal Operations System (IPOS) application currently oversees all operations at every level of the postal service. This web-based application is directly connected to all Post Office branches in Indonesia and the central database server in Bandung. The utilization of a centralized database server aims to efficiently and precisely transmit information, ensuring its timeliness and relevance, hence avoiding the dissemination of outdated data. IPOS is a software system that handles letter and package delivery transactions and manages resources at the Post Office. It includes the IPOS application, which is customized to meet the specific needs of users and supports the processing of letters and goods delivery transactions at all post offices. IPOS

provides users, especially supervisors, with dependable information. Supervisors can efficiently evaluate and oversee all transaction actions conducted at retail counters.

IPOS seeks to optimize the procedure of sending correspondence and conducting commercial exchanges, both domestically and internationally, while also generating daily reports on these operations. There are three distinct user levels: admin, supervisor, and retail counter. The administrator's duty is to enroll the supervisor level in order to grant supervisors online access to the application. The primary duty of the supervisor at the user level is to register the retail counters under their supervision into the online application. Supervisors have the duty of overseeing retail counter operations. The user level referred to as Retail Counter is accountable for managing mail transactions and goods deliveries. This process entails documenting transactions and generating transaction reports. The delivery transaction process can be expedited and simplified to ensure the provision of precise, prompt, and pertinent information. When it comes to efficiency, utilizing IPOS for a delivery transaction takes approximately five minutes, whereas a manual technique takes roughly ten minutes. Additionally, IPOS ensures the supply of accurate, timely, and relevant information. Unlike the manual reinstallation of software, IPOS can effectively decrease the expenses related to system updates. The intranet network can be utilized securely for controlling IPOS functionalities.

Since the year 2000, PT Pos Indonesia has implemented innovative measures to enhance consumer convenience and accessibility to its services. This refers to the practice of business process reengineering, which involves the implementation of Contact Center Oranger, M-agenpos, Agenpos B2B Courier, Agenpos B2B Financial Services, and Air Retail Cargo Services at Agenpos as new services. Pos Indonesia offers exceptional service to traders, MSMEs, and the general public through its call center, O'ranger Contact Center, reachable at 1500261.

The primary data source was obtained by distributing service quality questionnaires to 200 service users, with a questionnaire consisting of 35 questions in five dimensions. Each dimension has several statements, as shown in Table 2 below:

Table 2:
Research Dimensions and Attribute

Dimensions	Statement	Atribute
Tangibles	Ease of learning PT Pos Indonesia digital applications	t1
	Appearance of PT Pos Indonesia digital applications	t2
	Ease of service process	t3
	Postal service officer discipline	t5
	Completeness of sophisticated information and communication facilities	t6
	Ease of customer access in requesting services	t7
	Ease of use of tools in service	t8
	Service facilities are computerized and integrated	t9
Reliability	Accuracy Officers always provide services carefully	r1
	Clarity of officer service standards	r2
	Ability of service personnel in using assistive devices	r3
	Service personnel's expertise in using assistive devices	r4
	Accuracy of data provided by service officers	r5
	Speed of access to PT Pos Indonesia's digital applications	r6
Responsiveness	Ease of using features/Short keys for all digital applications	re1
	Willingness to help service officers	re2

Assurance	Accuracy of service by Service Officers	re3
	Accuracy and Accuracy of Service Officers	re4
	Speed of service staff	re5
	Suitability of education of service officers with their work and duties	a1
	Service Officer Skills in serving	a2
	Friendliness of Service Officers in serving	a3
	Politeness of service officers in serving	a4
	Honesty of service officers in serving	a5
	Integrity of service officers in serving	a6
	Guarantee for all services provided	a7
Empathy	Clarity of Help Desk information if disruptions and errors occur in every digital applications	a8
	The services become more easily accessible by using PT Pos Indonesia digital applications	e1
	Availability of contact numbers that customers/public can contact	e2
	Completeness of the HELP menu if the user encounters obstacles in all online application	e3
	Communication skills of service officers using good language to the public	e4
	Non-discriminatory attitude of service officers	e5
	Consistency of service officers in conveying new information to the public	e6
	Priority of service officers in prioritizing the interests of customers/public	e7
	Ability of service officers to listen to the wishes or aspirations of customers/public	e8
	Appreciative attitude of service officers towards each customer	e9

Source: Results processed by researchers based on theory Servperf was developed by Cronin and Taylor (1992)

Customer Satisfaction Index (CSI) Analysis

In order to determine and assess the satisfaction of PT Pos Indonesia service users, one can examine the Customer Satisfaction Index value derived from respondents' responses regarding their perception of service quality. This index reflects the actual performance experienced by service users in relation to their expectations. The findings of the Customer Satisfaction Index computation are displayed in Table 3.

Table 3.
CSI calculation

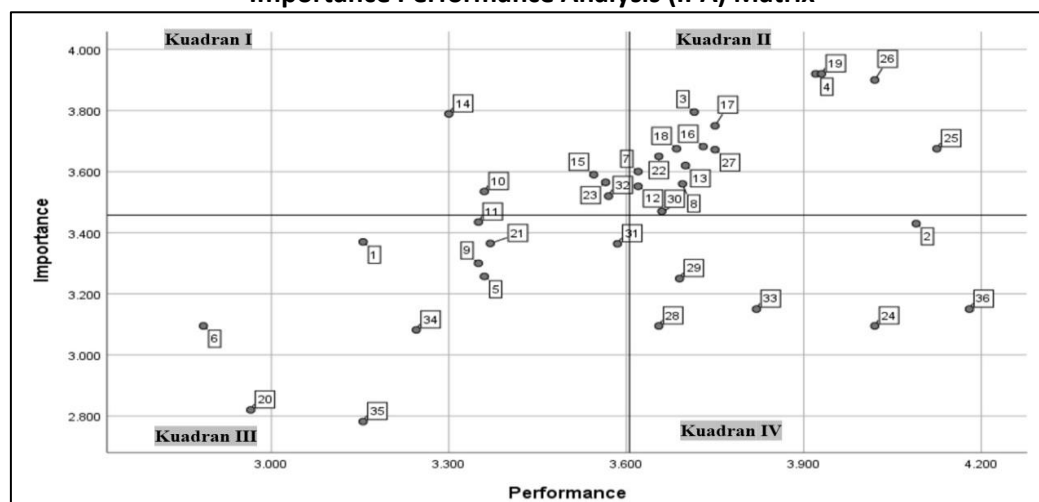
Variable	MIS	MSS	WF	WS	Variable	MIS	MSS	WF	WS
X1	3.370	3.155	2.707	8.541	X20	2.820	2.965	2.265	6.717
X2	3.430	4.090	2.755	11.270	X21	3.365	3.370	2.703	9.110
X3	3.795	3.715	3.049	11.326	X22	3.650	3.655	2.932	10.717
X4	3.920	3.920	3.149	12.344	X23	3.565	3.565	2.864	10.210
X5	3.257	3.360	2.616	8.791	X24	3.095	4.020	2.486	9.995
X6	3.095	2.885	2.486	7.173	X25	3.675	4.125	2.952	12.178
X7	3.600	3.620	2.892	10.469	X26	3.900	4.020	3.133	12.595
X8	3.560	3.695	2.860	10.567	X27	3.675	3.750	2.950	11.062
X9	3.300	3.350	2.651	8.881	X28	3.095	3.655	2.486	9.088
X10	3.535	3.360	2.840	9.542	X29	3.250	3.690	2.611	9.634

X11	3.435	3.350	2.759	9.244	X30	3.470	3.660	2.788	10.203
X12	3.552	3.620	2.853	10.330	X31	3.364	3.585	2.702	9.688
X13	3.620	3.700	2.908	10.760	X32	3.520	3.570	2.828	10.095
X14	3.789	3.300	3.044	10.045	X33	3.150	3.820	2.531	9.667
X15	3.590	3.545	2.884	10.224	X34	3.082	3.245	2.476	8.034
X16	3.682	3.730	2.958	11.033	X35	2.782	3.155	2.235	7.051
X17	3.750	3.750	3.013	11.297	X36	3.150	4.180	2.531	10.578
X18	3.675	3.685	2.952	10.879	Amount	124.48	129.79	WT	361.7139
X19	3.920	3.930	3.149	12.376				CSI	72.34279

Source: Results processed by researchers

Using the provided calculations, we have produced a CSI value of 72.34. According to the satisfaction level criteria established by Irawan (2004), this score falls within the range of 66–80, which is classified as the "satisfied" category. This indicates that the satisfaction level of PT Pos Indonesia service customers with regards to the actual performance of the service quality offered falls within the satisfied category, implying that the service quality is commendable in its execution.

Figure 1.
Importance Performance Analysis (IPA) Matrix



Source: Results processed by researchers

Based on the IPA matrix image above, it is known that there are 5 indicators in quadrant I, 15 indicators in quadrant II, 10 indicators in quadrant III, and 6 indicators in quadrant IV. The number of indicators located in quadrants II and III shows that there is a match between the expected service quality and the actual performance perceived by PT Pos Indonesia service users.

Discussion

In general, PT Pos Indonesia's efforts to establish a courier company and implement IPOS through BPR are proceeding according to plan. Through careful observations and interviews conducted with the public, many benefits have been obtained. This includes economical shipping costs, a wide selection of services, precise shipping rate estimates, convenient package pickup services, and extended operating hours. Businesses operating on weekends offer services. The community identified several deficiencies, such as delivery delays, market

optimization, and the need for increased dedication and expertise of field officers, prompting various efforts to overcome them and provide more effective responses and services.

Based on the analysis of the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA), it is known that PT Pos Indonesia's customer satisfaction level is classified in the "satisfied" category but has not yet gained complete public trust. Based on the IPA matrix, it is known that PT Pos Indonesia must give attention, improvement, and top priority to the indicators: clarity of service standards for officers, speed of access to digital applications (variable reliability), ease of use of digital application features and shortcuts (variable responsiveness), politeness in serving (assurance variable), and the non-discriminatory attitude of service officers (empathy variable).

These findings align with the research conducted by (Landrum et al., 2009), which highlights the need of prioritizing responsiveness and efficiency in the design of information systems that interact with people. When there is a scarcity of user resources, it is crucial to prioritize the ability to respond promptly and adaptability over other aspects of Servperf performance.

BPR-based public services carried out by PT Pos Indonesia, which are based on analysis of parameters such as vision, skills, incentives, resources, and action plans, are explained as follows:

Vision

Employees effectively communicate and understand the vision of all PT Pos Indonesia services. Communication and socialization of the company's vision, especially those related to PT Pos Indonesia services, require further improvements to improve service quality. Improving communication and socialization of the company's vision, especially those related to PT Pos Indonesia services, will ensure the effective achievement of accuracy and trustworthiness in the company's service program. In their research, (Yaman et al., 2022) and (Rachmalia & Putra, 2022) found that organizational culture and organizational communication carried out to socialize the vision and mission of PT Pos Indonesia had an effect on the performance and services provided to the community.

Skills

PT Pos Indonesia uses human resource development in all fields to improve business processes and worker quality. Competency and career development, talent management, employee requirements planning, standardization of recruitment and selection procedures, incentive structures, pay and benefits, and thorough succession planning are all part of this. Effective business process reengineering requires ongoing internal and external training. This will ensure that employees are ready to deal with new technology and changes in their way of working. It's critical to have a training program to foster a deep and transformative business process reengineering mindset. To strengthen the quality of employee training, PT Pos Indonesia also provides supporting facilities such as training forums, building a talent pool containing the company's best talents, utilizing technology, and creating a talent development program that benchmarks several banking companies to prepare talent from within Pos Indonesia. These programs coincide with leadership development by providing scholarships to employees to continue their postgraduate education. PT Pos Indonesia also implemented a performance management system based on objectives and key results and built a big data team to create dashboards, including building digital competency and a digital-based innovation mindset. (Zaeni et al., 2021)'s research

results show that skills and human resource development have a positive and significant effect on employee performance in public service.

Incentive

PT Pos Indonesia has implemented an incentive system for employees to provide optimal customer service, prioritize employee needs, and increase work motivation. Offering incentives is the most efficient method to increase work motivation. The financial and non-financial incentives provided by PT Pos Indonesia are given based on performance measurements in serving the community, which are also used as a tool for organizational control. (Dwianto & Junengsih, 2022)'s Agung Surya Dwianto's research asserts that enhancing work culture and work environment to enhance performance and productivity, hence improving service quality, must be supported by explicit incentives and benefits.

Resources

PT Pos Indonesia's main asset with the greatest potential is its human resources. These people have diverse educational backgrounds and competencies and collectively contribute to the achievement of company goals through a series of interconnected and synergistic efforts. PT Pos Indonesia now operates with a workforce of 24,858 employees, including outsourced contract employees. PT Pos Indonesia uses an integrated talent management system to monitor human resources effectively. PT Pos Indonesia designed this program to improve the quality of the workforce and optimize employee performance. The HR Department of PT Pos Indonesia has designed an HR development strategy that is formulated in the company's long-term plan for 2020–2024. The HR Department of PT Pos Indonesia has designed an HR development strategy as part of the Company's Long Term Plan 2020-2024. This strategy includes a digitalized HR management development program, a Strategic Capacity Planning program to recruit talent, efforts to provide an all-digital work environment that supports business achievement targets, and the establishment of a zero growth policy. The zero growth policy involves not recruiting new employees to replace retiring organic employees, limiting recruitment to a maximum of 10% of the number of retired employees, focusing on structural cadre formation, and not adding or extending the contracts of contract employees.

Action plan

PT Pos Indonesia has divided its action plan into seven different transformation programs. One of these initiatives is an organizational metamorphosis program that seeks to improve a company's adaptability, provide explicit goals for assessing progress, and provide greater accountability to people according to their skills. Management has developed a human resource life cycle that includes organizational growth as one aspect. A strategic plan must guide organizational expansion to facilitate more assertive corporate acquisitions. Change can occur in the following seven domains: business, product, process, personnel, technology, organization, and structure. The changes and innovations carried out by PT Pos Indonesia include seven components that aim to provide optimal service to the community through the use of digital platforms. Pos Indonesia is carrying out a digital transformation to update its appearance. It now has the ability to participate in various sectors, including banking services, logistics, retail, real estate, and mail and package delivery.

CONCLUSIONS

Based on the analysis and discussion, we can conclude that PT Pos Indonesia provides relatively good service quality, although it still lacks full trust from the public. Public service priorities must be prioritized based on indicators such as clarity of officer service standards, speed of access to

digital applications, ease of use of digital application features and shortcuts, politeness, and attitude of service officers in providing services.

PT Pos Indonesia needs to communicate and socialize its vision and mission more thoroughly, especially those related to service quality, in connection with improving service quality based on business process reengineering. Increased incentives for employees and ongoing education and training must be carried out regularly and consistently, both inside and outside the company, so that employees are ready to adapt to new technology and changes in ways of working. In HR management, employees who are skilled and have the knowledge to operate new technology and meet increasingly dynamic market demands are needed by companies, as is preparing an innovative and responsive work environment in order to attract and retain the best employees, as well as developing flexible strategies to meet workforce needs. Companies need employees who are skilled and knowledgeable in operating new technology and meeting dynamic market demands. They also need to create an innovative and responsive work environment to attract and retain the best employees. Additionally, developing flexible strategies to meet workforce needs is crucial in different industrial sectors. Adapting employee needs to rapid technological developments and market trends, as well as being able to utilize technology to increase efficiency and productivity and metamorphose through seven transformation programs that include transformation of business, products, processes, personnel, technology, organization, and structure, will lead PT Pos Indonesia to become a company that is the main choice for the public who need courier services.

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