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Technology Implementation on Objectives and Key Results in PT. Pos Indonesia 2020-2024 Period

Tonggo Marbun[1*], Sora Baltasar[2], Eeng Ahman[3]
[1,3]Doctor of Management, Universitas Pendidikan Indonesia, Indonesia
[2]Master of Management, Universitas Pamulang, Indonesia
[1]tonggomarbun@upi.edu, [2]soramedia321@gmail.com, [3]eengahman@upi.edu
***Corresponding Author**

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ABSTRACT

This study aims to evaluate the implementation of technology in supporting the Objectives and Key Results (OKR) system at PT. Pos Indonesia during the 2020–2024 period, as part of the transformation into a more agile company. In its efforts to undergo business transformation, PT. Pos Indonesia utilizes technology to support various strategic objectives, such as market share growth, digital transformation, operational efficiency, and the development of customer based services. **The technologies** implemented include digital applications such as PosAja and PosPay, ERP systems, big data analytics, cloud based data digitization, and work process automation. As an agile company, PT. Pos Indonesia focuses on flexibility, cross-team collaboration, and data driven decision making to quickly respond to market changes. **Research results** show that the implementation of technology successfully increased transparency, collaboration, and accountability in the execution of OKRs. **This technology** also supports operational efficiency, service modernization, and the optimization of digital-based human resource management. However, **challenges such as** limited technological infrastructure, adaptation to a technology based work culture, and the need for employee training remain obstacles that need to be addressed. With a comprehensive agile approach, PT. Pos Indonesia has shown initial success in integrating technology to support OKR, while also strengthening its capabilities in responding to challenges and opportunities in the digital era. Continuous efforts are needed to refine the implementation and drive more adaptive innovation in the future

1. INTRODUCTION

This research examines the implementation of technology-supported OKRs at PT. Pos Indonesia, a logistics company evolving into a more agile organization. Technologies like cloud computing, digital dashboards, and fintech services align the company goals with its strategy, enhancing decision-making, adaptability, and operational efficiency. Real-time feedback and data visualization foster a performance-driven culture, helping the company stay competitive in the logistics sector [1].

The study also identifies challenges in implementing OKR technology, such as resistance to change and system integration issues. It builds on previous research, showing how technologies like big data and cloud computing improve performance measurement and agility. The research offers valuable insights for

other logistics companies, especially state-owned enterprises in Indonesia, adopting digital technologies for performance management [2].

The research problem is formulated as follows: How effective has the implementation of technology been in supporting the OKR system at PT. Pos Indonesia from 2020 to 2024? What specific challenges has PT. Pos Indonesia encountered in adopting and integrating technology for the successful implementation of OKRs during this period? Furthermore, what role has technology played in enhancing transparency, collaboration, and accountability within the organization, particularly in the context of OKR implementation at PT. Pos Indonesia during these years? This research aims to assess how technology has influenced the alignment and achievement of strategic goals, the effectiveness of performance management systems, and the overall agility of the company in adapting to its evolving business environment [3, 4].

2. RESEARCH METHOD & OBJECTIVE

This research uses a qualitative, exploratory case study method to examine OKR implementation at PT. Pos Indonesia. It combines documentation analysis, observation, and Focus Group Discussions (FGD) to gain insights. Documentation analysis reviews company records to identify trends, observation captures realtime behaviors, and FGDs gather stakeholder perspectives. This approach helps identify key challenges in OKR implementation, explores technology role in employee engagement and performance management, and sets the foundation for future descriptive or quantitative studies to guide strategic decision-making. By employing multiple data collection methods, the study ensures a comprehensive understanding of the factors influencing OKR success and provides a holistic view of how technology impacts organizational performance. These insights will be valuable for refining the OKR framework and improving its effectiveness across PT. Pos Indonesia [5].

3. LITERATURE REVIEW

The implementation of OKRs at PT. Pos Indonesia is grounded in strategic management theory, focusing on planning, execution, and performance evaluation based on measurable results [6, 7]. Originating from Management by Objectives (MBO), OKRs align organizational goals with clear outcomes, a concept introduced by Andrew Grove at Intel and later popularized by John Doerr. OKRs help improve focus, transparency, and efficiency by setting one or two ambitious annual goals and breaking them into specific, measurable key results evaluated quarterly [8].

For successful OKR implementation, its essential that goals are clear, aligned with the long-term vision, and regularly tracked to maintain motivation [9, 10]. A supportive work culture is also necessary to foster engagement and accountability at both individual and team levels. OKRs enhance communication, coordination, and strategic execution, ensuring alignment across PT. Pos Indonesia 16,040 employees and 3,924 offices [11].

Technology plays a key role in performance management by improving efficiency, transparency, and decision-making. Digital platforms enable realtime tracking, goal evaluation, and strategic alignment. The integration of Performance Management Systems (PMS) and Human Resource Information Systems (HRIS) enhances progress tracking, identifies areas for improvement, and reduces subjectivity, ensuring objective performance evaluations [12, 13].

4. DISCUSSION

The framework shown in Figure 1 illustrates the Objectives and Key Results (OKR) structure with a clear hierarchy [14], starting from the Mission (the company main mission), then down to Objectives (specific goals), followed by Key Results (measurable main outcomes), and finally to the To-do list (specific tasks or initiatives). This structure is highly relevant in supporting the implementation of OKR at PT. Pos Indonesia, especially in digital transformation and improving the efficiency of logistics services [15]. By clearly defining each level, PT. Pos Indonesia ensures that their strategic goals are broken down into measurable outcomes and actionable tasks, making it easier to track progress and stay aligned with the company mission [9]. This approach enhances focus, accountability, and communication throughout the organization, helping every team member understand their role in achieving broader objectives. Ultimately, the OKR framework contributes to better decision-making and ensures continuous progress toward key business goals [16, 17].

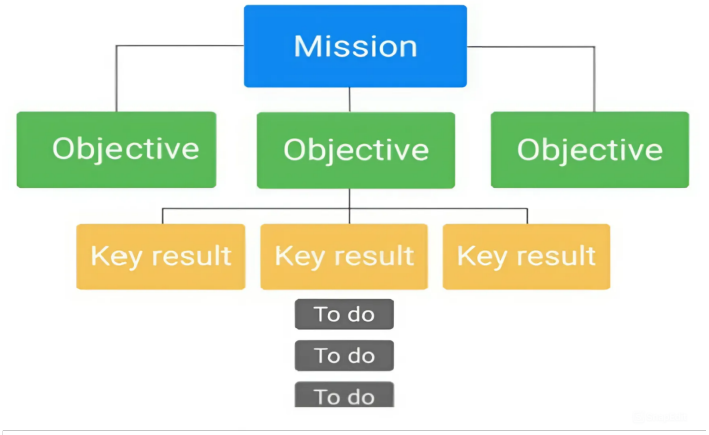

Figure 1. Frame OKR

At PT. Pos Indonesia, the company mission centers on digitalizing logistics and delivery services to boost competitiveness [18, 19]. The main objectives derived from this mission include improving operational efficiency by reducing delivery processing time from 3 days to 1 day in urban areas through AI-based route automation, optimizing customer experience by increasing satisfaction scores from 75% to 90% with an IoT-based realtime tracking app, and enhancing data security and transparency by implementing blockchain in the package tracking system to reduce data errors to 0%.

The To do section outlines the concrete steps to achieve these objectives, such as implementing IoT tracking systems on the fleet, developing AI for route optimization, and testing blockchain in the logistics system [20, 21]. These actionable steps guide the operational team to ensure the success of the digital transformation initiative.

The OKR structure provides clarity in setting strategic missions, breaking them into specific objectives, measuring success through key results, and outlining actionable steps. This structured approach helps PT. Pos Indonesia achieve its digital transformation, improve operational effectiveness, and strengthen its position in the competitive logistics industry [22].

The research results also indicate that the implementation of Technology within the OKR Framework used refers to strategic management as outlined in Figure 2, as follows:

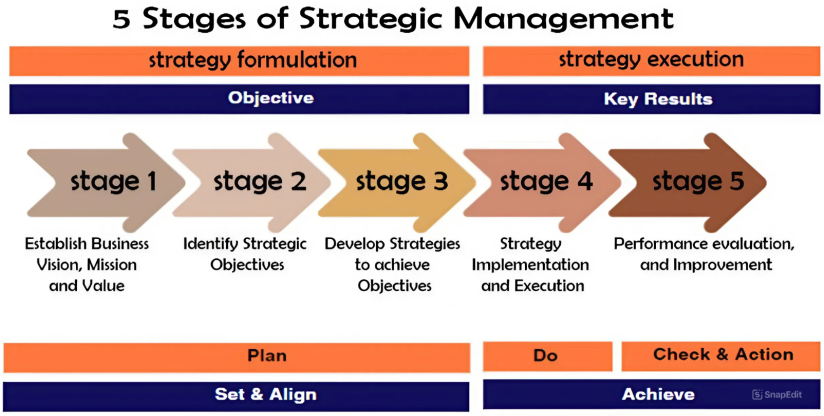

Figure 2. 5 Stages of Strategic Management

PT. Pos Indonesia strengthens its competitiveness through the 5 Stages of Strategic Management, focusing on technological innovations like IoT, AI, and blockchain to enhance operational efficiency [23]. Key objectives include optimizing delivery routes with AI, improving customer trust with blockchain, and ensuring

realtime tracking with IoT. Performance is tracked using digital dashboards to monitor progress and make adjustments to meet OKR goals [24, 25].

By integrating OKRs into each stage, PT. Pos Indonesia aligns its vision, strategy, and execution, supported by technology for better decision making. This strategic approach allows the company to compete effectively with industry players like JNE and GrabExpress while ensuring continuous progress towards its goals [26].

The company ongoing transformation prioritizes digitization to improve efficiency and customer engagement [27]. PT. Pos Indonesia aims to be the top provider in logistics and financial services, focusing on operational efficiency, IT development, and robust governance to ensure longterm sustainability [28].

4.1. Seven Pillars of Business Transformation at PT. Pos Indonesia

The Seven Business Transformations at PT. Pos Indonesia were created to enhance the company competitiveness and adaptability in facing the challenges of the digital era [25, 29, 30]. These transformations aim to align the organization with modern industry demands, focusing on innovation and efficiency across various sectors. By embracing new technologies and business models, PT. Pos Indonesia strives to stay ahead in a rapidly changing landscape. Here are the details of the transformations undertaken.

Table 1. Business Transformation Objectives and Key Results

No	Objective	Key Results
1	Business Transformation	Diversification of business services, including expansion of logistics, financial, and e e-commerce sectors.
2	Organizational Transformation	Restructuring the organization to improve efficiency and accelerate decision making processes.
3	Technology Transformation	Implementation of digital technologies such as ERP systems, big data analytics, and application based services.
4	Human Capital Transformation	Enhancement of employee competencies through digital training, innovation culture, and technology based HR management.
5	Business Process Transformation	Automation of work processes to reduce bureaucracy and increase service speed.
6	Service Model Transformation	Development of customer based services, such as omnichannel services to facilitate service access.
7	Work Culture Transformation	Implementation of a performance oriented work culture, innovation, and excellent customer service.

PT. Pos Indonesia implements seven pillars of business transformation (Table 1) as the main strategy in facing the digital era and market dynamics. Business Transformation focuses on diversifying services in the logistics, finance, and e-e-commerce sectors to meet increasingly complex customer needs [29]. Organizational Transformation is carried out through restructuring to improve operational efficiency and accelerate strategic decision making.

The transformation at PT. Pos Indonesia focuses on four key areas: technology transformation through ERP, big data, and digital services; human capital development via digital training and innovation culture; business process automation to improve efficiency; and a customer centric service model with omnichannel access. These efforts are supported by a work culture transformation that emphasizes performance, innovation, and excellent customer service [31, 32].

Figure 3. PT. Pos Indonesia Culture

This transformation is in line with the Akhlak Culture of PT. Pos Indonesia (figure 3), which reflects the values of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative in every aspect of its operations [33]. By implementing the seven pillars of transformation and upholding the culture of ethics, PT. Pos Indonesia continues to evolve into a modern, adaptive, and future oriented organization.

4.2. The Role of Technology in Achieving PT. Pos Indonesia OKR 2020-2024.

In the Table 2 The implementation of Objectives and Key Results (OKR) with the role of Technology at PT. Pos Indonesia has resulted in significant improvements in operational efficiency and effectiveness. Here are some specific metrics that illustrate that success.

Table 2. Business Transformation and Achievements

Year	Aspect	Success Metrics	Quantitative Achievement
2020	Business Transformation & Competitiveness	Launch of e-commerce services	5 new e-commerce services in 2020
		Increase in logistics revenue	Increased by 15% by the end of 2020
	Technology-Based HR Management	Completion of employee digital training	90% of employees completed training within 6 months
		Increase in employee satisfaction	Increased from 78% to 85% in one year
	Decision-Making Speed	Reduction in project approval time	Reduced from 10 days to 5 days
2021	Digital Transformation	Launch of digital service applications	PosAja (courier) & PosPay (financial services) launched in 2021
	Operational Efficiency	Implementation of electric vehicles (EV)	20% of operational vehicles have switched to EV
		Modernization of material handling equipment in main hubs	50% of package processing is now automated
	Employee Competency Development	Intensive technology-based training	85% of operational employees have undergone technical training
	Customer Service Improvement	Implementation of Standard Delivery Time (SWP)	Delivery time improved by 30% compared to the previous year
		Increase in customer satisfaction	Customer satisfaction score increased from 80% to 90%
	Governance & Risk Management	Implementation of digital-based risk management system	100% of business units have adopted digital risk management systems

The application of technology in HR management at PT. Pos Indonesia aligns with research that emphasizes efficiency, effectiveness, and the challenges and opportunities of technology [34]. This highlights the role of OKRs in clarifying strategic priorities and employee contributions. Technology supports data driven performance management, enhances employee satisfaction, and helps organizations navigate work dynamics [35, 36]. AI and big data enable predictive analytics to identify performance trends, risks, and opportunities, while digital collaboration platforms improve employee engagement and communication. Additionally, technology fosters a culture of continuous feedback and development, helping employees stay aligned with the company goals and contributing to overall business growth.

Table 3. Metrics of OKR Implementation at PT. Pos Indonesia (2022-2023)

Year	Aspect	Success Metrics	Quantitative Achievement
2022	Digital Transformation & Innovation	SuperApps Launch	Successfully launched in 2022
		Courier & logistics database integration to Cloud Azure	100% database migration completed
		Development of digital logistics platform	Fully operational platform launched
	Operational Renewal & IT Services	Marketplace Pick Up Integration	Successfully integrated across all service areas
		Asset Management System at POSLOG	100% implementation across PT. Pos Logistik
		Launch of Cash Collection, O2O, and Syariah services on Pospay	3 new financial services introduced
	Operational Efficiency Improvement	Implementation of e-bikes and EV for deliveries	30% of delivery fleet transitioned to EV/e-bike
		Modernization of material handling systems	60% automation in sorting hubs
		War Room implementation at Bandung HQ	24/7 operational monitoring system installed
	Human Capital Development	Millennial & Women Talent Competency Development	80% participation rate in leadership programs
		Digitalization of Human Capital (HC) services	100% HR processes digitalized
		New PMS based on OKR Implementation	Fully adopted in performance evaluation system
	Revenue Growth & Collaboration	Launch of STORI fulfillment platform	1,000+ business partners onboarded
		Launch of fintech services on Pospay	500,000+ new users registered
	Organizational Transformation	Digitalization of financial systems	90% financial transactions automated
		Launch & Activation of Specific Behavior AKHLAK 2nd Year (PASTI)	Company wide cultural transformation initiative
2023	Digital Transformation (2023)	Pospay SuperApps launch	Successfully launched in 2023
		Logistics operational digitalization	85% logistics workflows digitalized
		Utilization of Cloud Technology	100% cloud adoption across business functions

	Operational Efficiency Enhancement	Robotic Sorting Machine automation	70% sorting process automated
		24/7 War Room optimization	Improved realtime monitoring
		Customer Experience Journey enhancement	25% reduction in service response time
	Revenue Growth & Collaboration (2023)	Development of Creative Hubs	10 hubs established nationwide
	Human Capital Development (2023)	Digital Talent Training	5,000+ employees trained in digital competencies
		Implementation of Risk Management Information System (SIMARIS)	100% operational risk managed digitally
	Corporate Governance & Sustainability	Debt to Equity Swap (DES) for PT. Pos Logistik	Completed financial restructuring
		Internal process digitalization	90% of internal workflows automated

Table 3 summarizes PT. Pos Indonesia key achievements in implementing OKRs from 2022 to 2023, showing progress in digital transformation, operational efficiency, and human capital development [37]. AI supports performance optimization and personalized training, while cloud storage enhances data security and collaboration. These technologies foster a data driven, transparent work culture, improving decision making and agility for longterm growth [38–40].

Table 4. Key Metrics of OKR Implementation at PT. Pos Indonesia 2024

No	Objective	Key Results	Success Metrics	Description
1	Enhancing Logistics Operational Efficiency	Implementation of Transportation Management System (TMS).	100% TMS implementation by Q3.	All logistics operations fully managed by TMS by Q3 2024.
		Integration of logistics applications with the company ERP system.	90% ERP logistics system integration.	ERP and logistics system integration must cover 90% of total operations.
		Development of IoT based real-time tracking features.	95% realtime tracking accuracy.	IoT tracking must provide 95% accurate realtime location updates.
		Expansion of distribution network using AI analytics.	20% reduction in delivery delays.	AI driven analytics must reduce delivery delays by 20%.
2	Expanding Logistics Market Reach	Utilizing GIS for strategic location selection.	10 new strategic locations identified.	GIS analysis must successfully identify 10 optimal warehouse or hub locations.
		Implementing CRM to enhance partner negotiations and collaboration.	30% increase in logistics partnerships.	CRM driven partnership agreements must increase by 30%.
		Expanding market reach through digital channels.	15% market share growth.	Logistics services must capture an additional 15% market share.

3	Improving Customer Satisfaction	AI chatbot implementation for customer service.	85% chatbot response rate improvement.	Chatbot must improve response speed and accuracy by 85%.
		Social media sentiment analytics for service improvements.	90% customer satisfaction score.	Customer surveys must show a 90% satisfaction rate.
		Automated customer complaint management system.	50% decrease in unresolved complaints.	Automated complaint handling must reduce unresolved cases by 50%.
4	Developing Technology Based Innovations	R&D of drone delivery features.	5 successful drone delivery test runs.	At least 5 successful drone deliveries must be completed in test environments.
		Blockchain utilization for logistics data security.	100% blockchain secured transactions.	All logistics transactions must be secured with blockchain.
		New app version with enhanced UI/UX.	40% increase in app user engagement.	New app version must lead to a 40% increase in active users.
		Personalization features based on customer data.	50% improvement in personalized customer recommendations.	Personalized AI recommendations must improve relevance by 50%.

In table 4, PT. Pos Indonesia aims to improve efficiency, market reach, and customer satisfaction through technology. The company targets a 15% increase in logistics efficiency and reduced delivery time by implementing TMS, ERP, IoT for realtime tracking, and AI analytics [41]. Market expansion includes entering five new provinces and forming partnerships with 15 organizations. For customer satisfaction, PT. Pos Indonesia aims to increase NPS from 75% to 85% and reduce return rates, using AI chatbots, social media sentiment analysis, and an automated complaint system [42, 43].

The company also focuses on technology driven innovations, such as drone delivery, blockchain for transaction security, and a new mobile app with enhanced UI/UX design. These efforts are supported by GIS for market expansion and CRM for effective negotiations [44, 45]. OKR progress will be evaluated quarterly, with the aim to strengthen PT. Pos Indonesia competitiveness in the logistics industry.

Figure 4. OKR Cycle

The OKR cycle (Figure 4) consists of three stages: planning at the start, periodic monitoring during the period, and evaluation every quarter and at year end [46]. This cycle ensures the adjustment of strategic goals based on operational needs. The OKR approach promotes transparency, accountability, and alignment across the organization, while technology enhances efficiency, reduces evaluation bias, and supports data driven decision making, fostering collaboration and continuous employee development.

4.3. Agile Company

Agile companies focus on customer value, autonomous teams, and a network of teams operating without traditional hierarchies. They have characteristics like a shared purpose, empowered teams, rapid decision making, dynamic HR, and technology integration [47–49]. Transformation into an Agile Organization (AO) allows flexibility, as seen in companies like Netflix and Gojek. OKRs support this transformation by setting dynamic, measurable goals with regular reviews and employee involvement in goal setting.

Agile organizations deliver relevant solutions, innovate faster, adapt to market changes, and improve employee engagement. Their approach reduces waste and boosts efficiency, making them more competitive. PT. Pos Indonesia reflects these principles by adopting technologies such as TMS, IoT, AI, blockchain, and drone delivery. These technologies enhance service efficiency and drive innovation, along with business expansion into new provinces and strategic partnerships [50].

PT. Pos Indonesia uses an agile OKR structure with quarterly evaluations to align goals and adapt quickly to market changes. Technologies like IoT and AI enable data driven decision making, while blockchain ensures logistics security. The company success is shown through improved operational efficiency, higher customer satisfaction, and reduced return rates, demonstrating its commitment to agile principles and continuous improvement [51].

4.4. Technology as the Main Pillar in the Effective Implementation of OKR

The implementation of Objectives and Key Results (OKR) supported by technology has been effectively applied in various industries on different scales. Here is a comparison of OKR implementation in several leading companies:

Table 5. OKR Implementation with Technology in Other Companies

Company	Industry	Scale	OKR Implementation	Achieved Results
Google	Technology	Multinational	Uses OKRs to set ambitious goals and measurable results across all departments.	Drives product innovation and significant company growth.
LinkedIn	Technology/ Social Media	Multinational	Implements OKRs to align team objectives with corporate strategy.	Enhances employee engagement and operational efficiency.
Spotify	Music/ Streaming	Multinational	Uses OKRs to foster cross team collaboration and innovation.	Speeds up feature development and market expansion.
PT. Pos Indonesia	Logistics	National	Implements OKR with technology support such as IoT, AI, and blockchain for digital transformation.	Improves operational efficiency and logistics data security.

The table 5 implementation of technology in supporting the OKR system of PT. Pos Indonesia from 2020 to 2024 has proven effective in enhancing operational efficiency, strategic alignment, transparency, and the achievement of company targets.

1. Technology enhances operational efficiency through Azure Cloud for 24/7 realtime data access, reducing IT costs by 15%. The use of electric vehicles in delivery cut fuel costs by 67.83%, supporting energy efficiency. Additionally, the 24 hour War Room improves distribution visibility and accelerates decision making.

2. Strategic alignment and cross division collaboration have improved with a digital platform that unites all units towards shared goals. Digitalization of risk management through SIMARIS helps identify and mitigate potential obstacles to achieving OKRs.

3. Digital technology strengthens transparency and accountability by supporting OKR monitoring and reporting. PosPay and PosAja apps integrate courier and financial services, offering transparency and enabling target tracking. Cloud technology ensures real time reporting, improving key result tracking accuracy.

4. Innovation in services adds value for customers, contributing to OKRs on customer satisfaction. The PosPay Super Apps and Voices of Customer feature ensure offerings meet customer needs. Additionally, technology in property asset management supports revenue diversification through creative spaces.

5. Technology implementation led to key achievements: a 99.76% customer complaint handling rate in 2023, a 20% improvement in logistics time efficiency, and over 98% on-time delivery (SWP), all supported by technology based monitoring systems.

The digital transformation carried out by PT. Pos Indonesia has proven to support the achievement of key results and enhance the company competitiveness in the logistics and financial sectors.

4.5. Technological Challenges in the Implementation of OKR at PT. Pos Indonesia

PT. Pos Indonesia faces challenges in implementing OKRs, including significant investments in TMS, ERP, and IoT infrastructure, as well as data quality issues affecting AI analytics. Expanding the logistics market is hindered by GIS mapping, local regulations, and CRM integration obstacles. AI chatbots struggle with complex queries, and social media sentiment analysis requires constant monitoring.

Innovation efforts like drone delivery and blockchain face high costs and regulatory barriers. User interface improvements and data personalization raise privacy and security concerns. Overcoming these challenges requires strategic planning, technological investment, and effective coordination across departments.

4.6. Technology as a Pillar of Transparency and Accountability in OKR

Technology has been central to the implementation of OKRs at PT. Pos Indonesia from 2020 to 2024, fostering transparency, collaboration, and accountability. Transparency is enhanced through realtime monitoring, digital services for customer access, and cloud based data digitization. Collaboration is strengthened by digital platforms for OKR formulation, communication technology for team coordination, and initiatives like electric vehicles and the Creative Hub. Accountability is improved with data based reporting, realtime progress tracking, and SIMARIS for digital risk assessment. With technology support, PT. Pos Indonesia achieves its Key Results while building trust and synergy across the organization.

5. MANAGERIAL IMPLICATION

To strengthen PT. Pos Indonesia as an agile company, key strategies include enhancing digital infrastructure, optimizing AI and data utilization for predictive insights, and improving digital system integration to ensure operational efficiency and transparency. Promoting a digital culture and agility through agile methodology will accelerate innovation, while asset monetization, such as utilizing unused properties for new business models, can provide additional revenue streams. Furthermore, developing digital human resource capacity through continuous training in cloud technology, AI, and agile project management is essential for supporting successful digital transformation.

By implementing this strategy, PT. Pos Indonesia can overcome challenges in technology implementation for OKR, improve efficiency, strengthen competitiveness, and become a more agile and innovative company. PT. Pos Indonesia shows a strong path of recovery and transformation, but they need to continue adapting to competitive challenges and technology in the logistics and digital economy sectors.

6. CONCLUSION

Based on the findings, the implementation of technology at PT. Pos Indonesia has significantly contributed to the successful adoption of the OKRs. By leveraging advanced technologies such as IoT, AI, and blockchain, the company has improved operational efficiency, increased transparency, and fostered greater collaboration across teams. These technological advancements support the strategic alignment of goals with measurable results, driving the company growth in the digital logistics and financial services sectors. Through the integration of digital platforms and performance management systems, PT. Pos Indonesia has enhanced its agility, enabling the company to adapt swiftly to market changes.

Despite these successes, PT. Pos Indonesia continues to face several challenges in the implementation of OKRs. Issues such as significant investments in technological infrastructure, data quality concerns, and the need for improved system integration persist. Additionally, the company has encountered barriers in expanding its logistics market, including regulatory constraints and difficulties with CRM integration. However, by

continuing to invest in digital solutions and fostering a culture of innovation, PT. Pos Indonesia can overcome these challenges and ensure the long-term success of its transformation strategy.

The role of technology in ensuring transparency, accountability, and collaboration within PT. Pos Indonesia has proven to be a pivotal factor in achieving its OKRs. By utilizing realtime data, cloud-based services, and digital risk management, the company has been able to monitor progress, address operational obstacles, and drive continuous improvement. With ongoing efforts to refine technological processes and enhance employee competencies, PT. Pos Indonesia is positioned to remain competitive and agile in the rapidly evolving logistics industry.

7. DECLARATIONS

7.1. About Authors

Tonggo Marbun (TM) -

Sora Baltasar (SB) -

Eeng Ahman (EA) https://orcid.org/0000-0002-2606-5449

7.2. Author Contributions

Conceptualization: TM; Methodology: EA; Software: SB; Validation: TM and SB; Formal Analysis: TM and EA; Investigation: SB; Resources: TM; Data Curation: SB; Writing Original Draft Preparation: SB and TM; Writing Review and Editing: SB and EA; Visualization: TM; All authors, TM, SB, and EA have read and agreed to the published version of the manuscript.

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