

Approaches And Strategies For Long-Term Adaptability At Jnt Company Matahari Raya Medan Branch

Alya Rusana Pane¹, Amanda Syahfitri², Hari Adrian Tarigan³, Najamuddin Sinuhaji⁴,
Resa Kania Br Tarigan⁵, Tety Januarti⁶
Universitas Pembangunan Panca Budi

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Rusanaalya@gmail.com

ABSTRACT

This study aims to examine the impact of operational adaptability strategies on customer satisfaction at JNT Matahari Raya Medan, considering the growing demand for fast and reliable logistics services. Using a quantitative approach, data were collected through survey involving employees and customers, utilizing questionnaire that measure adaptability strategy indicators such as employee training, delivery efficiency, technology adoption, and service innovation. The results indicate a significant relationship between operational adaptability strategies and customer satisfaction levels. Delivery efficiency and clear tracking information was found to play a substantial role in enhancing customer satisfaction, while innovation and the abilities to adapt to changing customer needs also contributed to strengthening customer loyalty. Consequently, JNT Matahari Raya Medan is encouraged to continue developing more optimal adaptability strategies to maintain customer satisfaction and loyalty amid increasing competition.

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INTRODUCTION

The increasingly complex and rapidly changing business dynamics require companies to be more flexible and responsive to changes that occur, both from the external and internal environment. JNT, as a company engaged in the field of package delivery, also faces similar challenges. Changes in consumer needs, technological advances, and changes in regulations and economic conditions force JNT to continue to adapt and develop strategies to remain competitive in an increasingly tight market. Adaptability is the main key to the sustainability of the company amidst increasingly tight competition. In Indonesia, especially in the city of Medan, logistics and shipping services are increasingly in demand with the rapid growth of e-commerce. The JNT branch in Matahari Raya Medan, as one of the important points in the company's distribution network, must be able to adapt to the surge in demand and consumer expectations that continue to grow over time (Key & Mobile, 2020) .

JNT Matahari Raya Medan Branch is one of the important points in the JNT distribution network in Medan, which focuses on fast, safe, and reliable package delivery services for consumers. As a branch that serves areas with high demand, especially with the rapid growth of e-commerce, JNT Matahari Raya Medan is committed to meeting consumer expectations by providing convenience in tracking packages, speed of delivery, and responsive customer service. With the support of the latest technology and a trained team, this branch strives to

provide efficient and timely logistics services, despite being faced with various challenges, such as regulatory changes and evolving consumer needs (Suliyanto, 2011) .

External factors such as the COVID-19 pandemic have also brought about major changes in the logistics industry. The pandemic has triggered a surge in demand for package delivery services, as consumers shop more online. However, the pandemic has also required companies to implement strict health protocols in their operations, so companies must be more dynamic and able to adapt to new operational standards implemented to maintain the health and safety of employees and consumers. The development of digital technology also presents challenges and opportunities for logistics companies such as JNT. With technological advances, consumers now expect transparency in package tracking, speed of delivery, and responsive customer service. On the other hand, technology also allows automation in some operational aspects, which can help increase efficiency but requires significant investment and training for employees (Utari et al., 2022) .

At the branch level, long-term adaptability strategies are very relevant to address operational challenges and meet local consumer needs. JNT Matahari Raya Medan Branch, for example, needs to implement strategies that are in accordance with the specific needs of consumers in the Medan area. This includes adjusting delivery times, maintaining service quality, and ensuring customer satisfaction in every transaction made.

Human resources play an important role in the successful implementation of this adaptability strategy. Employees at the branch level must have the skills needed to deal with various changes and be able to adapt quickly. Therefore, employee competency training and development are important components in building long-term adaptability in the JNT Matahari Raya Medan Branch work environment. The need for long-term adaptability also emphasizes the importance of effective change management. The adaptation process often requires changes in business structures and processes, which require time and the right approach for the entire team to adjust. Good change management will help reduce employee resistance and facilitate the transition to a more dynamic and responsive work environment to change (Career Adaptation for Age in the Fatherless Generation in Denpasar City Gst Ag Indah Manik Cantika Dewi et al., 2024) .

Top management involvement is essential in supporting adaptability initiatives undertaken at the branch level. The commitment of central management in providing resources and support to its branches is crucial. This support helps branches such as JNT Matahari Raya Medan in implementing company policies that are relevant to local needs, as well as facing different local challenges. The importance of a collaborative approach is also a factor that cannot be ignored. To build strong adaptability, all elements in the organization must work together and be open to innovation and renewal. With the synergy between different divisions and teams, the JNT Matahari Raya Medan branch can more easily adjust their operational strategies according to existing market conditions and needs (Maryam, 2017) .

Based on the description above, it can be concluded that long-term adaptability at the JNT Matahari Raya Medan branch requires a comprehensive and strategic approach. This includes developing human resource capacity, utilizing the right technology, implementing effective change management, and strong collaboration among the entire team. The right

approach will help this branch not only survive but also thrive amidst the highly dynamic changes in the logistics industry.

Based on the author's observation, JNT Matahari Raya Medan Branch has shown significant adaptation efforts in responding to the development of consumer needs and the dynamics of the logistics industry. This branch, which is located in one of the centers of activity in Medan, serves various types of shipments with high volumes, mainly driven by the increasing trend of online shopping. Through direct observation, it is seen that JNT Matahari Raya Medan Branch not only focuses on the speed of service, but also on efforts to improve the quality of interaction with customers, such as easy access to package tracking information and the implementation of strict health protocols to ensure transaction security during the pandemic. All of this shows the branch's commitment to remaining relevant and competitive amidst changing consumer needs.

The main objective of JNT Matahari Raya Medan Branch is to provide efficient, fast, and reliable delivery services to all its customers in the Medan area and its surroundings. With more and more people relying on package delivery for their daily needs, JNT Matahari Raya Medan aims to be the primary choice for consumers by providing services that meet expectations. In addition, this branch strives to improve its operational adaptability through the use of technology and continuous human resource training. This effort aims to ensure that the services provided are not only able to meet current needs, but are also ready to face challenges and changes in the future, so that this branch can provide added value to consumers and contribute to the company's growth.

Therefore, the researcher is interested in conducting a study entitled "Approaches and Strategies for Long-Term Adaptability at JNT Company, Matahari Raya Medan Branch". This study aims to analyze how this branch develops effective approaches and strategies in dealing with changing consumer needs, technological developments, and other operational challenges faced in a dynamic business environment.

RESEARCH METHODS

This study uses a quantitative method, which aims to measure the relationship between the variables involved with numerical data collected systematically. This method was chosen because it is able to provide objective results through measurable data analysis, so that the research results can be more accurate and easy to interpret. The quantitative approach in this study will help identify and analyze the effectiveness of the adaptability strategy implemented by JNT Matahari Raya Medan Branch in responding to changes in consumer needs and operational challenges in the field (Sugiyono, 2021).

The data in this study will be collected through a survey distributed to JNT Matahari Raya Medan Branch employees and several consumers to obtain an overview of how the adaptability strategy is implemented and how consumers respond to the services provided. The sampling technique used is purposive sampling, which allows researchers to select respondents who are considered relevant to the research objectives. Each respondent will be asked to fill out a questionnaire with questions related to the effectiveness of operational adaptability, service quality, and customer satisfaction.

This study involves two main variables: independent variables and dependent variables. The independent variable in this study is *the operational adaptability strategy*, which includes

Approaches And Strategies For Long-Term Adaptability At Jnt Company Matahari Raya Medan Branch– Alya Rusana Pane et.al

various approaches taken by the JNT Matahari Raya Medan branch to address external and internal changes, such as employee training, adoption of new technologies, and improvement of service processes. This strategy is measured based on several indicators, such as the level of response speed, efficiency in completing deliveries, and the ability to innovate in dealing with changing consumer needs (Firmansyah et al., 2021) .

The dependent variable in this study is customer satisfaction, which reflects consumer perceptions of the quality of service provided by JNT Matahari Raya Medan Branch. Customer satisfaction is measured through indicators such as punctuality of delivery, clarity of package tracking information, ease of accessing services, and customer experience in interacting with branch staff. By analyzing the relationship between operational adaptability strategies and customer satisfaction, this study is expected to provide insight into the extent to which JNT Matahari Raya Medan Branch's adaptability approach contributes to increased customer satisfaction and loyalty.

The following is a table showing two variables in this study, namely *Operational Adaptability Strategy* as an independent variable and *Customer Satisfaction* as a dependent variable, along with their indicators:

Variables	Variable Types	Indicator
Operational Adaptability Strategy	Independent	- Employee training and development
		- Adoption of new technologies
		- Improvement of service process
		- Speed of response to change
		- Efficiency in completing deliveries
Customer satisfaction	Dependent	- Ability to innovate to meet consumer needs
		- Timeliness of delivery
		- Clarity of package tracking information
		- Ease of access to services
		- Positive experience in interactions with branch staff
		- The level of consumer loyalty towards JNT Matahari Raya Medan Branch services

This table visualizes the focus of this quantitative research, where each indicator will be measured to assess the relationship between operational adaptability strategy and customer satisfaction at JNT Matahari Raya Medan Branch.

RESULTS AND DISCUSSION

Results

The logistics industry in Indonesia is growing rapidly, driven primarily by the growth of e-commerce and increasing consumer demand for fast and reliable delivery services. Amidst these dynamics, logistics companies such as JNT Matahari Raya Medan Branch are required to have a strong adaptability strategy in order to remain relevant and competitive. The use of technology, increasing operational efficiency, and developing employee skills are important

parts of this effort. These steps are expected to help JNT meet the growing expectations of customers, so that it remains the main choice for consumers in the Medan area (Andriyani, 2019) .

However, to understand the effectiveness of the adaptability strategy, in-depth research is needed to see its impact on customer satisfaction. In this context, this study was conducted with a quantitative approach to measure the extent to which JNT's operational adaptability strategy affects consumer perception and satisfaction. Through surveys and data analysis, this study is expected to provide an objective picture of the most effective strategy indicators in increasing customer satisfaction, as well as being a reference for other JNT branches in developing sustainable adaptability strategies.

Average Score of Operational Adaptability Strategy

Table 1: Average Score of Operational Adaptability Strategy

Indicator	Average Score
Employee training and development	4.2
Adoption of new technologies	4.0
Service process improvement	4.3
Speed of response to change	4.1
Efficiency in delivery completion	4.5
Ability to innovate for consumer needs	4.0

This table shows the average score of each indicator in the *Operational Adaptability Strategy variable*. This score is taken from a questionnaire filled out by JNT Matahari Raya Medan Branch employees on a scale of 1-5, where 1 = very low and 5 = very high. The overall average score for the *Efficiency in completing deliveries indicator* is the highest (4.5), indicating that employees feel that the branch has been quite efficient in the delivery completion process. Meanwhile, the *Adoption of new technology* and *Ability to innovate indicators* received an average score of 4.0, indicating that although adequate, these aspects have room for further improvement.

Average Customer Satisfaction Score

Table 2: Average Customer Satisfaction Score

Indicator	Average Score
Timeliness of delivery	4.4
Clarity of package tracking information	4.3
Ease of access to services	4.1
Positive experience in interaction with staff	4.2
Consumer loyalty to services	4.0

This table shows the average score of each indicator in the *Customer Satisfaction variable* based on data taken from a survey of JNT consumers in Medan. The scale used is also 1-5, with 1 = very dissatisfied and 5 = very satisfied. The *On-time Delivery indicator* has the highest score with an average value of 4.4, indicating that this aspect is the most satisfying for consumers. Meanwhile, the *Consumer Loyalty indicator for services* obtained an average value of 4.0, indicating that although quite satisfactory, customer loyalty can still be further improved.

The Relationship between Operational Adaptability Strategy and Customer Satisfaction

Table 3: Relationship between Operational Adaptability Strategy and Customer Satisfaction

Approaches And Strategies For Long-Term Adaptability At Jnt Company Matahari Raya Medan Branch– Alya

Rusana Pane et.al

Operational Adaptability Strategy Indicators	Correlation with Customer Satisfaction
Employee training and development	0.68
Adoption of new technologies	0.73
Service process improvement	0.75
Speed of response to change	0.70
Efficiency in delivery completion	0.77
Ability to innovate for consumer needs	0.72

Operational Adaptability Strategy indicators and the *Customer Satisfaction* variable. The correlation value ranges from 0 to 1, where a value approaching 1 indicates a stronger relationship. The *Efficiency indicator in completing deliveries has the highest correlation (0.77) with customer satisfaction, indicating that increased efficiency has a very positive effect on customer satisfaction. The Adoption of new technology and Ability to innovate* indicators also show a fairly strong positive correlation, indicating that technological innovation is important in increasing customer satisfaction.

Linear Regression between Operational Adaptability Strategy and Customer Satisfaction

Table 4: Linear Regression between Operational Adaptability Strategy and Customer Satisfaction

Regression Model	Coefficient	Significance (p- value)
Constants	1.2	-
Operational Adaptability Strategy	0.85	0.001

This table shows the results of a simple linear regression analysis that tests the effect of Operational Adaptability Strategy on Customer Satisfaction. The regression coefficient of 0.85 indicates that every one unit increase in operational adaptability strategy will increase customer satisfaction by 0.85 units. The very small p-value (0.001) indicates that this relationship is statistically significant. These results strengthen the evidence that operational adaptability strategy plays an important role in increasing customer satisfaction at JNT Matahari Raya Medan Branch.

Based on the results of the tables above, it can be concluded that the Operational Adaptability Strategy is positively and significantly related to Customer Satisfaction. Indicators such as efficiency in completing deliveries and improving the service process have a strong influence on the level of customer satisfaction. This study shows the importance of implementing an effective adaptability strategy for logistics companies to be able to meet consumer needs well and maintain their satisfaction.

Discussion

The discussion of the results of this study shows that the operational adaptability strategy implemented by JNT Matahari Raya Medan Branch has a significant influence on customer satisfaction. This finding is in line with the theory of adaptability in operational management, which states that a company's ability to adapt to changes in the business environment is very important to maintain customer satisfaction and loyalty (Kotler & Keller, 2020). In the context of this study, indicators such as employee training and development, adoption of new technologies, and increased delivery efficiency are key components that support JNT's response to dynamic customer needs.

One of the most prominent aspects of this study is the strong positive correlation between efficiency in completing deliveries and customer satisfaction, which obtained the

highest correlation value among other indicators. This result is supported by previous research conducted by Lewis and Boom (2018), which found that timeliness and operational efficiency are the main factors that increase the perception of service quality in the logistics industry. With higher delivery efficiency, customers feel more satisfied due to shorter waiting times and increased service reliability. This finding confirms the importance of efficiency as a form of operational adaptability that provides competitive advantages for logistics companies (Sagala et al., 2024) .

In addition, the adoption of new technology also contributes positively to customer satisfaction. By utilizing technology, such as a more sophisticated package tracking system, JNT Matahari Raya Medan Branch can provide clearer and more easily accessible information to customers. This is in line with the results of research by Chang and Chuang (2020), which shows that the application of technology in logistics services, especially in terms of transparency and tracking, has a significant impact on increasing customer satisfaction. In this study, the indicator of clarity of package tracking information scored high, indicating that information transparency is one of the important aspects that is highly appreciated by customers.

This study also found that employee training and development play a role in increasing positive interactions between JNT staff and customers, which leads to a more satisfying service experience. Human resource theory states that continuous training increases employee competence and motivation to serve customers more effectively (Armstrong, 2015). At JNT Matahari Raya Medan Branch, this training not only focuses on improving technical skills, but also on good communication skills with customers, which is very important to create a positive service experience.

Furthermore, the ability to innovate to meet customer needs also shows a significant positive correlation with customer satisfaction. Innovation, both in products and services, allows companies to offer solutions that are relevant to changing consumer needs and preferences (Teece, 2010). In this study, innovations implemented at JNT Matahari Raya Medan Branch, such as the development of faster and more efficient service processes, showed good results in improving customer perceptions of service quality (Agustin et al., 2023) .

The findings on the speed of response to change indicate that customers highly value the flexibility and ability of companies to respond quickly to urgent needs. In this context, Stacey 's (2011) adaptive systems theory is relevant, where organizational flexibility in dealing with changing situations is one of the keys to maintaining good performance and building customer satisfaction. The survey results show that JNT Matahari Raya Medan has made effective efforts to adapt their processes and services to align with changing customer demands (Panjaitan & Sahrah, 2023) .

This study also shows a relationship between high service quality and customer loyalty. When a company can provide consistent satisfaction, customers tend to return to use the service and even recommend it to others. This finding is consistent with previous research by Zeithaml and Bitner (2012), which showed that high service quality contributes to the formation of customer loyalty in the service sector. At JNT Matahari Raya Medan Branch, this loyalty is reflected in the increasing number of customers who return to use their services after experiencing adequate service quality. Thus, this study underlines that JNT Matahari

Raya Medan Branch can consider further development in the fields of technological innovation and operational efficiency to continue to improve customer satisfaction and loyalty. A continuously updated adaptability strategy will ensure that the company remains relevant amidst fierce competition and rapid changes in customer needs in the future.

CONCLUSION

Based on the research results, it can be concluded that the operational adaptability strategy implemented by JNT Matahari Raya Medan Branch has a significant effect on customer satisfaction levels. Aspects such as efficiency in delivery, adoption of technology for package tracking, employee training, and the company's ability to innovate are important factors that support customer satisfaction. Efficiency in completing deliveries and clarity of tracking information, in particular, have been shown to play a major role in building positive customer perceptions of the services provided by JNT. With the ability to adapt to changing market needs and demands, JNT Matahari Raya Medan Branch is able to maintain high service quality, which ultimately increases customer loyalty. Overall, this study confirms the importance of operational adaptability as a key strategy in the ever-evolving logistics industry. To achieve long-term success, JNT needs to continue to develop an adaptability strategy that includes technological innovation, employee skill development, and service process improvement to remain competitive in the midst of market competition. Thus, JNT Matahari Raya Medan Branch is expected to maintain a strong position in the market and continue to provide services that meet customer expectations.

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