

# i-RIC 2024

INTERNATIONAL RESEARCH & INNOVATION CONFERENCE

# PROCEEDING

“HARMONY IN DIVERSITY: FOSTERING UNITY  
SUSTAINABLE RESEARCH AND INNOVATION SOCIETY”

24 & 25 JULY  
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## PREFACE

It is a great privilege for us to present the proceedings of the International Research and Innovation Conference (i-RIC 2024) to the authors and delegates. We hope that you will find it useful, exciting, and inspiring. The International Research and Innovation Conference (i-RIC 2024) was held online from 24 to 25 July 2024, organized by Politeknik Nilai in collaboration with Universitas Logistik dan Bisnis Internasional (ULBI) with the theme, “Harmony in Diversity: Fostering Unity Sustainable Research and Innovation Society.”

i-RIC 2024 aims to gather more researchers, students, government agencies, and private sectors in an event with a larger international impact. The organization of this program also serves as a platform for sharing research findings, ideas, and knowledge among members of polytechnics, community colleges, higher education institutions, public universities, as well as government and private agencies involved. Researchers, academics, and experts from various sectors will have a global stage at i-RIC 2024 to discuss the latest findings and research that support sustainable development goals. The conference aims to generate knowledge to make our world greener and better for us and our future generations.

There were 4 keynote speeches covering different areas of the conference. The first day started with Associate Professor Dr. Ir. Agus Purnomo (ULBI Indonesia) talk on "How to Boost Green Supply Chain Resilience?" and Professor Dr. Mohamed Kchaou (University of Bisha, Saudi Arabia; University of Sfax, Tunisia) on "Latex Based Membrane for Oily Wastewater Treatment Technology Process and Perspectives". The second day featured Professor Dr. Recai Kus (Selcuk University, Turkey) on "Load Optimization of AISI 1040 and AISI 5140 Joint" and Dr. Umawathy a/p Technamurthy (Universiti Kebangsaan Malaysia) with her talk on "Harnessing the Potential of Maker Education in Enhancing Student Learning Outcomes".

A total of 124 presenters participated in the parallel presentation sessions, which ran smoothly over the two-day event supported by 109 i-RIC 2024 organizing committees. This included 16 online presentation moderators, 42 reviewers, 19 judges, and all participants who took the time to attend the online sessions. A total of 124 research papers and 56 innovations were presented in this program across 7 fields, namely:

- A. Engineering and Technology
- B. Business Management
- C. Education, Teaching, and Learning
- D. Health and Life Sciences
- E. Social Sciences
- F. Information Communication Technology
- G. Logistics and Supply Chain

Information regarding i-RIC 2024 can be accessed through the Program Book at <https://heyzine.com/flip-book/521619ef82.html> and overall results can be found at <http://iric.polinilai.edu.my/.../confe.../results-innovation>.

We would like to express our heartfelt thanks and sincere appreciation to all the authors for their contributions to this publication. We also express our gratitude and appreciation to all of the reviewers for their constructive feedback on the papers. Warmest thanks to the members of the organizing committee for their hard work and dedication in ensuring the success of the event.

Congratulations to everyone involved in making this conference a success.

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# **LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**“HARMONY IN DIVERSITY: FOSTERING UNITY  
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# The Influence of Organizational Ambidexterity, Business Strategies, and Supplier Performance on Customer Satisfaction, and Its Implications on Logistics Performance at Bandung Main Branch Office of PosIND

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## Abstract

This research aims to determine the influence of organizational ambidexterity, business strategies, and supplier performance on logistics customer satisfaction at Bandung Main Branch Office of PosIND and the influence of customer satisfaction on logistics performance at Bandung Main Branch Office of PosIND. The total population is 440 customers. The number of respondents was 210 customers determined using the Slovin method. The research results prove that there is a positive and insignificant influence of organizational ambidexterity on customer satisfaction. Business strategies influence customer satisfaction positively and significantly. Supplier performance influences customer satisfaction positively and not significantly. Organizational ambidexterity, business strategies, and supplier performance influence customer satisfaction positively and significantly. Customer satisfaction affects performance positively and significantly. Based on the results of the research that has been carried out, what should be improved is exploiting the strengths possessed by Bandung Main Branch Office of PosIND and exploring opportunities that exist outside Bandung Main Branch Office of PosIND. PosIND has succeeded in proving that the business strategies implemented influenced customer satisfaction. Currently, PosIND is also implementing a digital transformation strategy and establishing green logistics. It would be good if there were other researchers who conducted research related to PosIND's business strategies in the form of Digital Transformation and Green Logistics.

**Keywords:** Organizational Ambidexterity, Business Strategies, Supplier Performance, Customer Satisfaction, Logistics Company Performance

## 1. Introduction

Bandung Main Branch Office of PosIND special logistics has a revenue of IDR 2,307,995,436 or 45.17% of the specified target. The realization of logistics revenue which was only 45.17% of the target proves that there is a problem in the form of logistics revenue performance at Bandung Main Branch Office. Moehariono (2020) explained that company revenue is an indicator of company performance. The authors in this study determine that company performance as the dependent variable to be studied. Moehariono (2020) explained that company performance is the result of a company's work at a time that is in accordance with the organization's goals. Moehariono (2020) explained that company performance indicators consist of financial performance indicators, marketing performance indicators, operational performance indicators.

Obafemi (2023), Ndubusi (2019), Harzaviona (2020), Hasan (2022), Rauf (2023) explained that customer satisfaction influences company performance positively and significantly. Yamit (2020) explained that customer satisfaction is the condition (feeling) of customers who are happy because the realization of a company's service is greater than the customer's expectations. Yamit (2020) explained that customer satisfaction indicators consist of satisfaction with reliability, satisfaction with responsiveness, satisfaction with guarantees. Wirtz (2019), Khattak (2021),

Rohmah (2022), Clauss (2021), and Prasetyo (2022) explained that organizational ambidexterity influences customer satisfaction. Company activities to change and add types of services to suit customer needs are referred to as organizational ambidexterity (Petro, 2019). The authors conduct research on organizational ambidexterity. Rintala (2022) explained that organizational ambidexterity is the ability of logistics companies to exploit the company's competencies. There is a time to explore new opportunities that exist in society to satisfy customers and achieve company goals. Indicators of organizational ambidexterity consist of exploitation and exploration. (Rintala, 2022).

Jordaan (2022), Segoro (2020), Lyima (2022), Putri (2023), Anggraini (2023), Santos (2024) explained that business strategies influence customer satisfaction. Bandung Main Branch Office of PosIND has implemented business strategies in the form of cost leadership, differentiation and focus strategies. Referring to the opinions of researchers, it is suspected that there is a problem with the business strategies used by Bandung Main Branch Office. Paying attention to the opinions of experts and the existence of problems in the field of business strategies, the authors conduct research using the subject of business strategies as an independent variable. According to Yordaan (2019), business strategies are company activities to improve the competitiveness of the products/services sold in order to win competition in the market where the products/services are sold. Yordaan (2019) explained that business strategy indicators consist of cost leadership, differentiation, and focus on customers, focus on profit.

According to Simamora (2022), Ojoajogu (2021), Ahistasari (2023), Sowmya (2024), and Di Fan (2021), supplier performance influences customer satisfaction. The authors examined supplier performance. According to Noviani (2021), supplier performance is the result of the supplier's work at the specified time, (one trip, one day, one month) that matches the buyer's expectations. Noviani (2021) explained that supplier performance indicators consist of quality, flexibility and responsiveness. Paying attention to the problems faced by Bandung Main Branch Office and the opinions of the article writers, the author conducted research with the title "*The Influence of Organizational Ambidexterity, Business Strategies and Supplier Performance on Customer Satisfaction, and the Implications for Logistics Company Performance at Bandung Main Branch Office of PosIND*".

The state of the art that differentiates the researchers from the articles written above are:

1. The performance of the company studied was the performance of logistics companies at Bandung Main Branch Office of PosIND using logistics company performance indicators proposed by Moehariono (2020) where these indicators have never been studied simultaneously, but have been studied only partially (one indicator only).
2. The customer satisfaction studied used the customer satisfaction variable indicators proposed by Yamit (2020) where these indicators have never been studied simultaneously, but have only been studied partially (one indicator only).
3. Until now, there has been no research on indicators of the organizational ambidexterity variable at Bandung Main Branch Office of PosIND simultaneously, but only indicators of exploitation and exploration indicators have been studied.
4. Until now, there has been no research that has examined the indicators of business strategies carried out by Bandung Main Branch Office of PosIND simultaneously, but only partially.

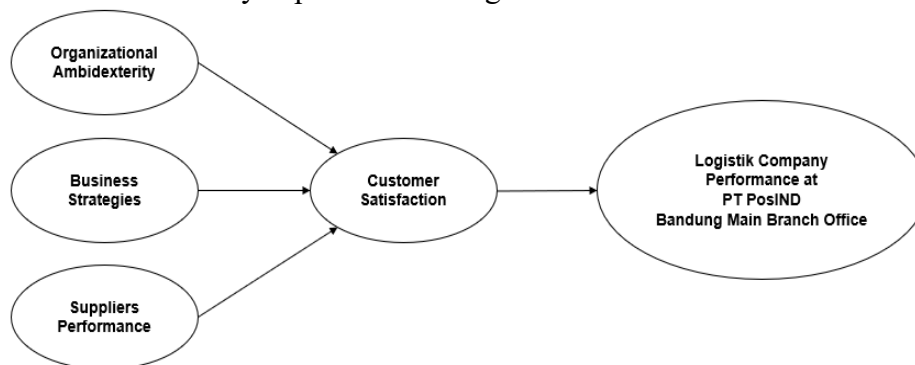
## 2. Research and Result

### 2.1 Research Methods.

This is a quantitative, descriptive, and verification research. This research uses quantitative, descriptive and analytical methods. According to Sugiyono (2021), quantitative research methods are research methods to examine the behavior of a population or sample (part of the population). The authors conducted the research using descriptive methods. According to Nuryaman (2021), descriptive research is research that has the aim of obtaining a description or description of certain characteristics of the variables being studied. The authors conducted the research using the verification method. According to Siregar (2023), verification research is research used to test the truth of knowledge in an existing field. Verification research is used to prove experts' opinions about the influence of independent variables on intervening variables and the influence of intervening variables on dependent variables. In addition, verification research is also used to prove the positive and significant influence of organizational ambidexterities on customer satisfaction, business strategies on customer satisfaction, supplier performance on customer satisfaction, organizational ambidexterities, business strategies, and supplier performance on customer satisfaction simultaneously, and customer satisfaction on logistics company performance at Bandung Main Branch Office.

#### 2.1.1. Research Model.

The research model in this study is presented in Figure 2.1.



*Figure 2.1. Research Models.*

The total population is 440 customers. The number of samples was determined using the Slovin formula at 210 people.

#### 2.1.2. Hypothesis:

The authors set the following hypotheses:

No Hypotheses

1. H1 : There is a positive and significant influence of organizational ambidexterity on customer satisfaction.
2. H2 : There is a positive and significant influence of business strategies on customer satisfaction.
3. H3 : There is a positive and significant influence on supplier performance on customer satisfaction.
4. H4 : There is a positive and significant influence of organizational ambidexterity, business strategies, supplier performance on customer satisfaction simultaneously.

5. H5 : There is a positive and significant influence of customer satisfaction on the performance of logistics companies at Bandung Main Branch Office of PosIND.

## 2.2. Results

The research results showed that the average value of each indicator was between 3.062 to 3.333 and was grouped as a fairly good variable. Because it has a fairly good value, and refers to the opinion of Waskito (2024) which states that variables that are worth researching are variables that have an average value from 1,000 to 3,400, it can be explained that the variables in this study meet the requirements to be researched.

Tool to tests the quality of the questionnaire, hence, the validity test and reliability test. Validity Test is a questionnaire testing tool to ensure that respondents are given the opportunity to convey the respondent's opinion that the respondent strongly agrees, agrees, quite agrees, disagrees, and strongly disagrees with the statements in each question in the questionnaire as well as to test that the respondent is correctly exercising his or her rights by giving an opinion of strongly agree, agree, quite agree, disagree, strongly disagree with the questions in the questionnaire.

Hasnita (2021) explains that if you use the PLS application, the data is said to be valid if the data for each variable has a loading factor value greater than 0.70. All indicators in the research variables have loading factor values above 0.70 so all variables are declared valid. The results of the research explain that the load factor value of all indicators on the variables studied is greater than 0.700. So, because all indicators have a load factor value greater than 0.700, then by referring to the opinion of Hasnita, (2021) all indicators in this research are declared valid. Hasnita (2021) explains that a variable is said to be reliable if each variable has a Cronbach's Alpha value greater than 0.700. All variables have a Cronbach's Alpha value above 0.70 so all variables are declared reliable for research.

The research results explain that the original sample value is 0.279, p value 0.267, meaning that there is a positive and insignificant influence of Organizational Ambidexterity on customer satisfaction. There is a positive and significant influence of Business Strategy on customer satisfaction with an original sample value of 0.533 with a P value of 0.003. There is a positive and insignificant influence on Supplier Performance on customer satisfaction with an original sample value of 0.133 with a P value of 0.674 which is greater than 0.05.

The research results explain that the R Square value of the simultaneous influence of Organizational Ambidexterity, Business Strategy, Supplier Performance on Customer Satisfaction is 0.855. This means that the coefficient of determination value is  $0.855 \times 100\%$  or 85.50%. The meaning of the Determination Coefficient of 85.50% is that there is a positive and significant influence of Organizational Ambidexterity, Business Strategy, Supplier Performance on customer satisfaction. The information in Table 2.4, second row, explains that the R Square Logistics Company Performance value is 0.865. This means that the coefficient of determination of Customer Satisfaction in influencing Logistics Performance is 86.50%.

The overall research model can be explained in Figure 2.1 below:

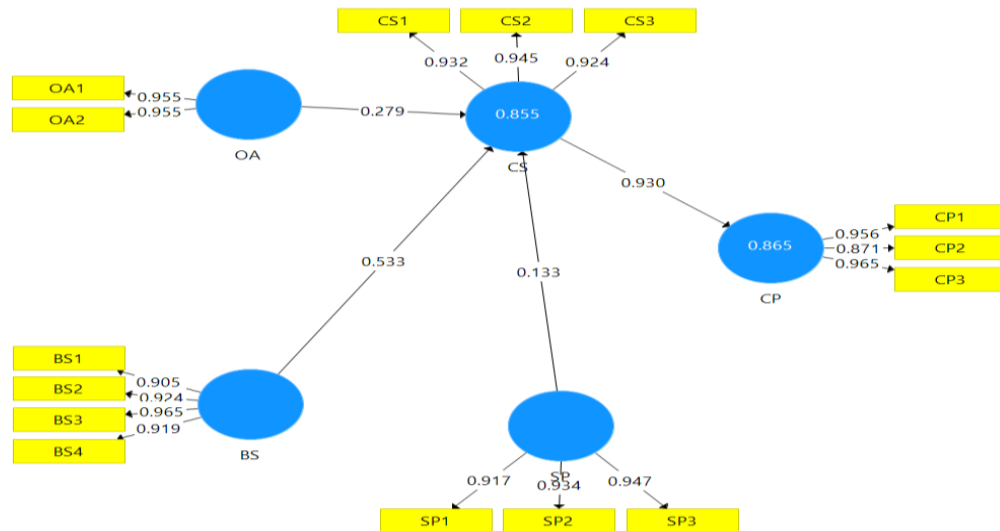


Figure 2.1. Results Research

### 3. Implications and Directions for Future Research

#### 3.1. Implications

The author recommends that Bandung Main Branch Office of PosIND should increase the exploitation of strengths within the organization by implementing cheap service activities so that logistics rates can be lower than competitors, carrying out continuous improvement activities so that they are free from errors. It would be better for Bandung Main Branch Office of PosIND to improve its exploration of external opportunities by collaborating with state institutions in the field of logistics, creating new services that are in line with customer expectations. Things that need to be improved in the Business Strategy variable are determining cheaper services, setting logistics rates that are cheaper than competitors, seeking profits for the company and providing services in accordance with customer desires. Bandung Main Branch Office of PosIND should improve packing services that are error-free, timely transportation, customer complaint services that provide solutions in accordance with customer expectations, provide logistics services that are cheaper and free from errors.

The author has proven that Organizational Ambidexterity influences customer satisfaction positively but not significantly. This is different from researchers who explain in their research that there is a positive and significant influence of Organizational Ambidexterity on customer satisfaction. The author has proven that there is a positive and insignificant influence on supplier performance on customer satisfaction. This is the state of the art of this research because this research is different from the research results put forward by previous researchers.

#### 3.2. Direction

PosIND has succeeded in proving that the Business Strategy implemented influences Customer Satisfaction. Currently PosIND is also establishing a digital transformation strategy and establishing green logistics. It would be good if there was another study that conducted research on PosIND's business strategy in the form of Digital Transformation and Green Logistics.

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