

Competency Development Strategy for J&T Express Employees in Koya Barat

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ABSTRACT

KEYWORDS

Development Strategy,
Employee Competencies,
SWOT Analysis, J&T
Express, HR Management

This research aims to analyze the competency development strategy for J&T Express employees in Koya Barat and identify the factors that influence the development of these competencies. The focus of this research is to improve the quality of human resources in facing operational challenges and increasingly fierce competition in the logistics industry. This research uses a descriptive qualitative approach with purposive sampling techniques involving three informants, consisting of operational supervisors and storage department employees. Data collection was carried out through interviews, using data reduction methods and SWOT analysis with IFAS and EFAS matrices visualized in a Cartesian diagram. The results of the study show that J&T Express in Koya Barat indicates an aggressive strategy by maximizing internal strengths to take advantage of external opportunities. The right strategy includes increasing technology-based training, coaching and mentoring, and strengthening operational supervision. Influential internal factors include strengths in the form of a wide distribution network and energetic human resources, but are constrained by limited training and facilities. External factors include e-commerce growth opportunities and the threats of fierce competition and limited quality human resources.

INTRODUCTION

In recent years, the freight forwarding service industry in Indonesia has experienced significant growth, mainly triggered by the rapid development of e-commerce. J&T Express, as one of the logistics companies in Indonesia, has expanded its network to various regions, including the Jayapura area, especially the Koya Barat branch. Based on national shipping statistics for 2023–2024, freight shipment volumes increased by up to 35% compared to the previous year, creating operational challenges for logistics service providers such as J&T Express (Darmadi, 2022).

J&T Express, which was established in 2015, has become one of the major players in the delivery service industry in Indonesia, with more than 3,000 operational points spread across the country. As a company engaged in delivery services, J&T Express relies on human resources as its main asset in running its operations (Garavan, 2020). The quality of services provided is highly dependent on the competence of employees in carrying out their duties and responsibilities.

Jayapura, as one of J&T Express's operational areas in Papua, has unique characteristics and challenges. Based on the company's internal observations and data, the Koya Barat branch faces several problems related to employee competence, including delays in the delivery of goods—which reached 17.5% of total shipments, exceeding the company's target maximum of 5%—a high rate of customer complaints (23.4%) related to courier service and poor handling

of goods, and a significant competency gap between senior and junior employees, creating an imbalance in workload and operational efficiency (Johnson, Scholes, & Whittington, 2022).

These phenomena indicate fundamental problems related to the competence of J&T Express employees in Koya Barat. This issue requires a structured and sustainable competency development strategy to ensure consistent service quality and company competitiveness amid increasingly fierce competition in the logistics industry. Field observations reveal ongoing challenges in human resource development in logistics companies, including at J&T Express. In several branches in the Jayapura area, there is still a mismatch between employee competencies and job demands, such as a lack of communication skills, service speed, and understanding of information technology used in daily operations. This can lead to decreased productivity, low customer satisfaction, and increased error rates in delivery. Therefore, the right strategy for developing employee competencies is an urgent need (Mintzberg, 2021).

Several previous studies have discussed the importance of employee competency development strategies that align with regional characteristics and local culture. Jakoep Ezra Harianto (2024), with the title "Employee Development Strategy Through Training and Development in Industry 4.0," reveals that Industry 4.0 brings considerable challenges in human resource development, especially in terms of employee skills and competencies. Very rapid and complex technological changes require companies to focus not only on technical training but also on developing non-technical capabilities.

In addition, research by Mantovani, Alfisah, & Mardah (2023), entitled "Analysis of Human Resource Development and Compensation in Improving Employee Performance at J&T Benua Anyar Banjarmasin Branch," shows that training, motivation, and competency-based compensation have a significant effect on employee performance improvement in the context of logistics companies. The study emphasizes that structured competency development, supported by adequate facilities and a conducive work environment, is key to improving service quality and operational efficiency. However, the study was conducted in a different geographic context, leaving a gap regarding the specific challenges and strategies applicable to branches in eastern Indonesia, such as Jayapura, which have unique infrastructure, demographic, and market dynamics.

This research was motivated by the need to identify effective competency development strategies for J&T Express employees in Koya Barat, taking into account the unique characteristics of the region. The results are expected to contribute to the company in improving human resource quality and to serve as a research reference related to employee competency development in development areas.

In addition, the researcher chose the Jayapura branch of J&T Express as the research location because this area is one of the operational points with high dynamics and specific challenges in human resource management, especially in the storage or warehouse section. Based on initial observations, this section faces various obstacles, such as delivery delays, lack of technical training, and skills gaps between senior and junior employees. This makes Jayapura a representative location for researching employee competency development strategies.

The researcher also chose this topic to explore how competency development strategies can be effectively implemented in logistics companies, especially amid digitalization and

increasingly fierce business competition. This research is expected to make scientific and practical contributions to J&T Express in improving employee quality.

This study aims to identify and analyze the competency development strategies implemented for J&T Express employees in Koya Barat and to examine the factors influencing their competency development. This research is expected to provide significant theoretical and practical benefits. Theoretical Benefits: It contributes to the development of knowledge in human resource management, especially regarding employee competency development strategies in the logistics industry, and provides new understanding of integrating digital transformation with employee competency development in logistics companies. Practical Benefits for J&T Express: It increases competency development opportunities aligned with operational needs and industry standards, and enhances job satisfaction and career prospects through structured competency development. Benefits for Authors: It adds insight into employee competency development strategies, improves research and data analysis skills, and practices critical thinking in solving human resource problems. Benefits for Readers: It provides insight into employee competency development strategies and serves as a reference for students, academics, and human resource practitioners.

METHOD

This study employed a descriptive qualitative approach to analyze the competency development strategy of J&T Express *Koya Barat* employees in depth and context. The research was conducted at the J&T Express *Koya Barat* Branch Office, Jalan Poros *Koya Barat*, Muara Tami District, Jayapura City.

The population consisted of all 19 employees at J&T Express *Koya Barat*, including managerial and operational staff: managers or supervisors responsible for planning and implementing competency development strategies, and operational employees in delivery, warehouse, and customer service who were directly affected by these programs.

The sample was determined using purposive sampling, deliberately selecting informants based on criteria relevant to the research purpose. Three informants were chosen for their direct involvement and in-depth understanding of the competency development process: one operational supervisor who planned and implemented employee development strategies, and two warehouse (deviation section) employees who implemented them in the field and experienced their impacts. This number was sufficient for data saturation in the descriptive qualitative approach.

Data types included qualitative data—narratives, opinions, and experiences from informants on competency development strategies—obtained through in-depth interviews, observations, and documentation. Specific qualitative data comprised interview results on work experiences and challenges, direct observations of work processes and interactions, employee perceptions of training, and accounts of overcoming work issues. Quantitative data supplemented this, including employee performance evaluations, training hours, package delivery target achievements, competency assessment scores, and customer complaint frequencies.

Data sources consisted of primary data, collected directly from informants via interviews, questionnaires, observations, and documentation (e.g., photos/videos of activities and field

notes), and secondary data from company reports, historical delivery records, training evaluations, annual HR reports, and prior logistics competency studies.

Data collection techniques included field studies and literature reviews. Field studies encompassed:

- Observation: Direct assessment of daily work processes, needed competencies, competency gaps, and work culture at J&T Express *Koya Barat*.
- Interviews: In-depth discussions with managers/supervisors, senior employees, and HRD heads to capture management perspectives, experiences, and policies.
- Questionnaires: Distributed to employees to gauge perceptions of training programs.
- Documentation: Analysis of company annual reports, employee performance histories, training records, job descriptions, organizational structures, and standard operating procedures (SOPs).

Literature studies reviewed books, articles, journals, and prior research to identify gaps and contextualize competency development strategies in logistics.

Data Analysis Methods

Data analysis methods are methods or techniques used to process, analyze, and interpret data that has been collected in order to answer the formulation of research problems (Creswell & Creswell, 2023).

According to Creswell & Creswell (2022) defines the data analysis method as a systematic process to organize, reduce, and interpret the data that has been collected to answer research questions and achieve the research objectives that have been set, the data analysis methods used include:

1. Data Reduction

According to Sugiyono (2018) Data reduction is summarizing, choosing the main things, focusing on important things that are in accordance with the research topic, looking for themes and patterns, ultimately providing a clearer picture and making it easier to collect data further. In reducing data, it will be guided by goals that will be achieved and have been predetermined. Data reduction is also a critical thinking process that requires intelligence and a high depth of insight. Data reduction is the process of summarizing, selecting, simplifying, and focusing raw data obtained from the field into sharper, relevant, and more meaningful data. Data reduction is the process of sorting out irregular data into more organized pieces (Boyatzis, 2022).

2. SWOT Analysis

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is carried out by analyzing and sorting out all possibilities that affect the four factors and the purpose of SWOT analysis is to determine the right strategy, Leornado (2021). In addition, the SWOT analysis cited by Hendrawan (2021) is an evaluation process on all strengths, weaknesses, opportunities, and threats in individuals and businesses.

SWOT analysis can be applied in various ways in improving analysis in the effort to set a strategy which generally uses systematic guidelines or frameworks to discuss the basic alternatives of the company's considerations. According to Fajar (2020), every organization has strengths and weaknesses in the functional areas of business, so SWOT analysis can help organizations in minimizing existing weaknesses or losses.

To support the SWOT analysis in this study, data collection will be focused on:

1) Strengths - Positive Internal Factors:

According to Hendrawan (2021), strength is an internal factor that provides a competitive advantage. Hendrawan emphasized that organizations must identify unique strengths, such as quality human resources, advanced technology, and a good brand reputation.

Strength is an internal characteristic of a company that gives it an edge compared to competitors. In the context of J&T Express employee competency development in West Koya, examples of strengths include:

1. Superior competencies that current employees possess
2. Employee-specific experience and expertise
3. Positive work culture
4. Supporting facilities and infrastructure
5. Training programs that are already running well

2) Weaknesses - Negative Internal Factors:

According to Sari and Prabowo (2022), weaknesses are internal factors that can hinder organizational performance. They emphasize the importance of acknowledging weaknesses, such as lack of resources, limitations in technology, or problems in management that can affect competitiveness. Weaknesses are internal characteristics that can hinder a company's performance or reduce its ability to achieve goals. Examples of weaknesses in competency development:

1. Existing competency gap
2. Limited technical skills or soft skills
3. Lack of motivation or employee engagement
4. Limited resources for development

3) Opportunities - Positive External Factors:

According to Hendrawan (2021), opportunities are external factors that can be used by organizations to achieve goals and growth. Hendrawan emphasized that opportunities often arise from changes in the business environment, such as market trends, new technologies, and changes in government policies. Opportunities are external factors that companies can leverage to improve performance or achieve goals. Examples of opportunities for competency development:

1. Technological developments in the logistics industry
2. Government policies that support the e-commerce industry
3. Increasing demand for express services
4. The availability of training programs from external institutions.

4) Threats - Negative External Factors:

According to Sutrisno (2020), threats are any form of conditions or actions that have the potential to hinder the achievement of organizational goals, both from within and outside the organizational environment. Threats are external factors that can interfere with or hinder the achievement of a company's goals. Examples of threats in competency development:

1. Fierce competition with other logistics companies
2. Rapid technological change
3. Strict government regulations
4. Unstable economic conditions

Tabel IFAS (Internal Factors Analysis Summary)

IFAS is a table used to analyze and summarize the internal factors of a company (strengths and weaknesses) by assigning weights and ratings to each factor. According to Rangkuti (2020), IFAS is a summary of internal factors that contain the strengths and weaknesses of the company used in strategizing. According to David & David (2020) IFAS is used in the internal audit stage, as a basis for identifying and evaluating the most important factors of strengths and weaknesses in the organization.

The IFAS (Internal Factors Analysis Summary) matrix is used as an analytical tool to analyze the company's internal environment. This matrix is used to help companies to identify the company's internal strategic factors related to the company's strengths and weaknesses. The stages carried out in making the IFAS matrix are:

- 1) Column 1: determine the factors that are the strengths and weaknesses of the company.
- 2) Column 2: assign the weights of the factors specified above on a scale ranging from 0.0 (non-important) to 1.0 (very important), based on the influence of these factors on the strategic position of the company (all weights must not exceed a total score of 1.0).
- 3) Column 3: determine the rating for each factor by giving a scale ranging from 4 (very good) to 1 (very poor), based on the influence of these factors on the company's condition. Positive variables (those that fall into the category of strength) are rated from +1 to +4 (very good), but must be compared to the industry average or to major competitors. While negative variables (variables that fall into the category of weakness) apply the opposite. For example, if the company's weakness is very large compared to the industry average, the value is 1, while if the company's weakness is below the industry average, the value is 4.
- 4) Column 4: multiply the weight in column 2 by the rating in column 3 to obtain a weighted score that varies from 4.0 (very good) to 1.0 (very poor).
- 5) Add up all the scores to get the total score for the company being assessed. The average score is 3.00. If the value is below 3.00, it indicates that the company is internally weak, while a value above 3.00 indicates a strong internal position.

EFAS (External Factors Analysis Summary) Table

EFAS is a table used to analyze and summarize the external factors of a company (opportunities and threats) by giving weight and rating to each factor. According to Rangkuti (2020), EFAS is a summary of the organization's external factors, namely opportunities and threats that affect organizational performance. According to David & David (2020) EFAS is a tool used to evaluate the external environment of a company, both from the aspects of industry, competitors, markets, and regulations.

The EFAS (External Factors Analysis Summary) matrix is used to analyze the external environment of the company. This matrix is used to identify external strategic factors related to opportunities and threats to the company that need to be considered and acted upon by the company in order to align with the rapidly changing environment, so as to produce a competitive advantage for the company. The stages carried out in making the EFAS matrix are:

- 1) Column 1: determine the factors that are the company's opportunities and threats.

- 2) Column 2: set the weights of the factors defined above on a scale ranging from 0.0 (non-important) to 1.0 (very important). Weight indicates the level of importance of factors to the success of the industry/company. The total weight of the whole must be equal to 1.0.
- 3) Column 3: determine the rating for each factor by giving a scale ranging from 4 (very good) to 1 (very poor), based on the influence of these factors on the company's condition. Rating for the chance factor is positive (increasing odds are rated +4, but small odds are rated +1). Threat rating applies the opposite. If the threat value is very large, the rating is given a score of 1 and if the threat is small, the rating is 4.
- 4) Column 4: multiply the weight in column 2 by the rating in column 3 to obtain a weighted score that varies from 4.0 (very good) to 1.0 (very poor).
- 5) Add up the weighted score in column 4 to get the total weighting score for the company. A total score of 4.0 indicates that the company responds in an exceptional way to opportunities and avoids existing threats. Meanwhile, if a total score of 1.0 indicates that the company does not take advantage of opportunities and does not avoid existing threats.

Diagram Kartesius

The Cartesian diagram is a two-dimensional graph used to map the strategic position of a company based on the results of internal and external factor analysis. This diagram consists of an X-axis (horizontal) and a Y-axis (vertical) that divides the area into four quadrants.

According to David & David (2020) in their book "Strategic Management: A Competitive Advantage Approach" explains that the cartesian diagram is an effective visual tool for mapping the strategic position of the organization based on the results of the analysis of internal and external factors, thus making it easier to determine the right strategy.

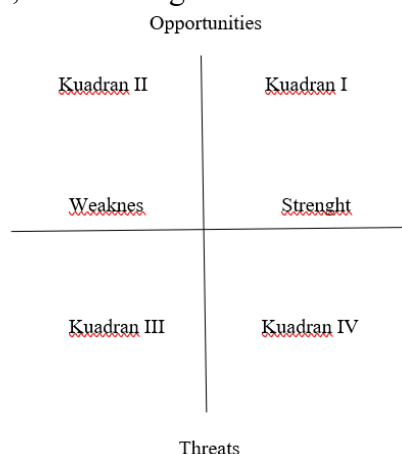


Figure 1. Cartesian Diagram Drawing

Source: Processed Researcher, 2025

In strategy analysis, this diagram is often used to determine an organization's strategic position based on strengths, weaknesses, opportunities, and threats. In the context of IFAS and EFAS, the X and Y axes are usually filled as follows:

X-axis (horizontal): Internal factor

1. Strengths to the right (positive)
2. Weaknesses to the left (negative)

Y-axis (vertical): External factors

1. Opportunities (Opportunities) upwards (positive)

2. Threats down (negative)

RESULT AND DISCUSSION

Identification Results

Based on data from interviews, observations, and documentation, the researcher identified various internal and external factors that affect the competency development of J&T Exspress Koya West employees.

Internal Factors

The following are the results of J&T Express Koya Barat's internal factors, namely internal strength factors consisting of strength and weakness.

a. Strength:

According to Hendrawan (2021), strength is an internal factor that provides a competitive advantage.

- 1) It has an extensive distribution network throughout Jayapura.
- 2) The human resources in the storage department are relatively young and energetic.
- 3) The operational system already uses quite modern application technology.
- 4) The operational standards (SOPs) for the storage of goods are clear.
- 5) A positive and supportive work culture.

b. Weaknesses:

According to Sari and Prabowo (2022), weaknesses are internal factors that hinder organizational performance.

- 1) Limited employee training related to warehouse management.
- 2) Storage space is still limited as the volume of goods increases.
- 3) Training facilities are still limited.
- 4) Lack of supervision in maintaining the safety of goods in the warehouse.
- 5) The budget allocation for human resource development is low.

Table 1 illustrates the strengths and weaknesses of J&T Express Jayapura.

Strength

Table 1. Internal Factors of Strength

Strength	
S1	Has an extensive distribution network
S2	Have easy and energetic human resources
S3	Has modern application technology
S4	Have clear storage SOPs
S5	Have a positive work culture

Source: Processed Researcher, 2025

Weakness (weaknesses)

Table 2. Internal Factors of Weakness

Debilitation	
W1	There are limitations in training
W2	Limited storage space
W3	Limited training facilities
W4	Lack of security oversight
W5	Low HR bugdet

Source: Processed Research, 2025

External Factors

The following are the external factors of J&T Express Koya Barat, namely the external strength factor consisting of opportunities (Opportunities) and threats (Treath) faced.

1. Peluang (Opportunities):

According to Hendrawan (2021), opportunity is an external factor that can be used by organizations to achieve goals and growth.

- a. The growth of e-commerce in Jayapura continues to increase.
- b. Government support for MSME development and logistics.
- c. Increasing public needs for fast expedition services.
- d. Technological developments that support goods tracking systems.
- e. Increasing demand and skilled labor in the industry.

2. Threats:

According to Sutrisno (2020), a threat is any condition or action that has the potential to hinder the achievement of organizational goals, both from within and outside the organizational environment.

- a. Fierce competition with other expeditions (JNE, SiCepat, Shopee Express).
- b. Increase in operational costs (fuel, electricity, etc.).
- c. There are government regulations related to logistics that can limit operations.
- d. Extreme weather in Papua that hinders distribution.
- e. Limited quality human resources in Jayapura.

The following are the external factors, opportunities and threats to J&T Express Koya Barat.

Opportunity

Table 3. External Factors of Opportunity

Chance	
O1	The growth of e-commerce
O2	The existence of government support
O3	Need for fast expedition service
O4	Developments in tracking technology
O5	Increasing demand and labor

Source: Processed Researcher, 2025

Threats

Table 4. External Threat Factors

Threat	
T1	There is fierce competition
T2	Increased operating costs
T3	The existence of logistical regulations
Q4	Extreme weather in Papua
Q5	Limited quality human resources

Source: Processed Researcher, 2025

J&T Express Internal Factor and External Factors Score Assessment Results

This step is the last step of the data collection stage, this stage is the giving of scores on internal and external factors of J&T Express Koya Barat.

Table 5. J&T Express Internal Factor Score Assessment Results

	Strength	Weight
S1	Has an extensive distribution network	4
S2	Have easy and energetic human resources	3
S3	Has modern application technology	3
S4	Have clear storage SOPs	3
S5	Have a positive work culture	3
	Strength	Weight
S1	Has an extensive distribution network	4
S2	Have easy and energetic human resources	3
S3	Has modern application technology	3
S4	Have clear storage SOPs	3
S5	Have a positive work culture	3

Source: Processed Researcher, 2025

Table 6. External Factor Score Assessment Results

	Opportunity	Weight
O1	The growth of e-commerce	4
O2	The existence of government support	3
O3	Need for fast expedition service	3
O4	Developments in tracking technology	4
O5	Increasing demand and labor	3
	Threat	Weight
T1	There is fierce competition	2
T2	Increased operating costs	2
T3	The existence of logistical regulations	2
T4	Extreme weather in Papua	2
T5	Limited quality human resources	1

Source: Processed Researcher, 2025

Stage 1: J&T Express West Koya data input stage, after the necessary data is collected, the next stage is to input the data into weight determination with paired comparisons for both internal and external factors of J&T Express Koya Barat. Then the results of the weight determination table are normalized to obtain the final weight that will be used in the IFAS and EFAS Matrix.

The result of this weighting is as a reference for the calculation of IFAS and EFAS as the basis for determining policy strategies with SWOT analysis.

- a) IFAS (Internal Factor Analysis Summary) Matrix In this IFAS matrix, the data obtained are data derived from the normalization table of the internal factor weight of J&T Express Koya Barat and also data obtained from the J&T Express internal factor score assessment questionnaire.

Internal Factor Analysis (IFAS)

Table 7. Matrix IFAS J&T Express

	Strengths	Rating	Weight	Score
S1	Has an extensive distribution network	4	0,12	0,48
S2	Have easy and energetic human resources	3	0,08	0,24
S3	Has modern application technology	3	0,09	0,27
S4	Have clear storage SOPs	3	0,08	0,24
S5	Have a positive work culture	3	0,10	0,30
	Subtotal Strengths			1,53

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	Weaknesses	Rating	Weight	Score
W1	Training limitations	1	0,13	0,13
W2	Limited storage space	2	0,11	0,22
W3	Limited training facilities	2	0,09	0,18
W4	Lack of security oversight	2	0,08	0,16
W5	Low HR budget	1	0,12	0,12
	Subtotal Weaknesses			0,98
	Total IFAS			2,34

Source: Processed Researcher, 2025

Based on the data above, the value of strengths is the highest value for the IFAS Mantrics with a total of 1.53 compared to the weakness factor is 0.98, so the value that can be presented as a policy basis is the value of strengths.

- b) EFAS Matrix (External Factor Analysis Summary) In this EFAS Matrix, the data obtained is data derived from the normalization table of external factor weights of J&T Express Koya Barat.

Table 8. EFAS J&T Express Matrix

	Opportunity	Rating	Weight	Shoes
O1	Growth of e-commerce	4	0,15	0,60
O2	Government support	3	0,12	0,36
O3	Need for fast expedition service	3	0,10	0,30
O4	Developments in tracking technology	4	0,11	0,44
O5	Increasing demand and labor	3	0,09	0,27
	Subtotal Opportunity			1,97
	Treath	Rating	Weight	Shoes
T1	Fierce competition	2	0,13	0,26
T2	Increased operational costs	2	0,08	0,16
T3	Logistics regulation	2	0,06	0,12
T4	Extreme weather in Papua	2	0,04	0,08
T5	Limited quality human resources	1	0,12	0,12
	Subtotal Treath			0,74
	Total EFAS			2,71

Source: Processed Researcher, 2025

Based on the data above, the value of opportunity is the highest value for the EFAS Matrix with an amount of 1.97 compared to the threat factor (Treath) is 0.74, so the value that can be used as the basis for policy is the value of opportunity (Opportunity).

Phase II: The data matching stage of J&T Express West Koya, in this matching stage, the method is used, namely the SWOT matrix map chart. This is done in order to obtain a strategy that can really be carried out by J&T Express Koya Barat.

Cartesian Chart Analysis SWOT Analyst

The weighting results of IFAS (internal factors and EFAS (external factors) show that J&T Express Koya Barat is in the position of Quadrant I (SO) in the SWOT matrix. This position shows that the company is in a very favorable condition. The company has strong internal strength and great external opportunities. (Coordinate point 2.34; 2.71) so the right strategy is to maximize the strength to seize opportunities.

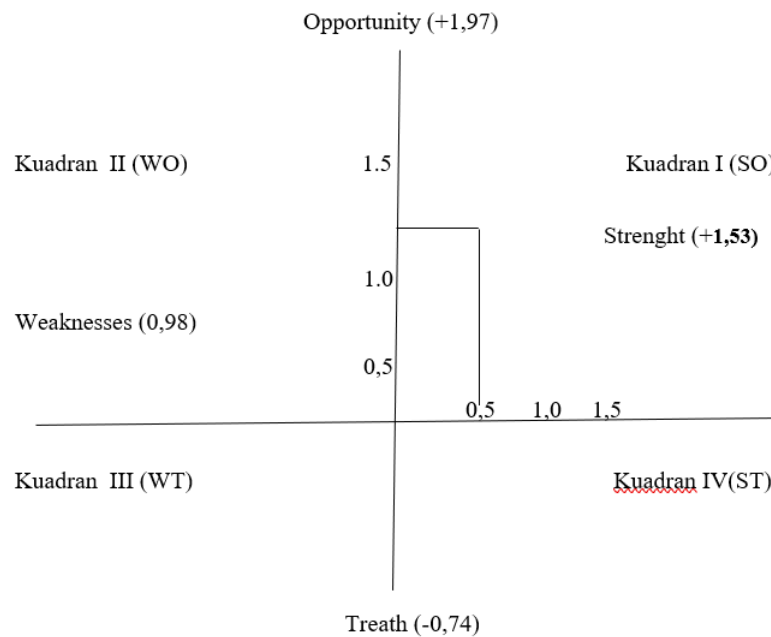


Figure 2. SWOT Analysis Matrix Images

Source: Processed Researcher, 2025

From the results of the analysis of table 7 of IFAS, the strength and weakness factors have a total score of 2.34 which means that J&T Express Koya Barat is at an average high point in executing the strategy of utilizing strengths to overcome weaknesses.

In the results of the analysis of 8 EFAS, the opportunity and threat factors have a total score of 2.71 which means that J&T Express Koya Barat is at the average point to execute an opportunity utilization strategy and avoid threats.

Furthermore, the total value of each factor can be detailed as strength 1.53, weaknesses 0.98, Opportunity 1.97, and Treath 0.74, so the total difference between Strengths and Weaknesses (+) is 0.55 while the total difference between Opportunity and Treath (+) factors is 1.23. Below is a diagram of the Cartesian Analysis SWOT.

J&T Express Employee Competency Development Strategy in West Koya

Based on the results of the research conducted through in-depth interviews, observations, and SWOT analysis, it was obtained that J&T Express West Koya employee competency development strategy is in quadrant 1 in the SWOT cartesian chart, with a Strengths-Weaknesses value of +0.55 and Opportunity-Treath of +1.23. This position places the company in the category of aggressive strategy (growt oriented strategy), which is a strategy that emphasizes the use of the company's internal strengths to maximize external opportunities (Rangkuti, 2020).

The strategy for developing employee competencies at J&T Express in West Koya can be described as follows:

1) Capacity Building Through Training and Workshops

The results of the study show that there is still a gap in employee understanding of the gap in employee understanding of technical SOPs and the latest information system mastery skills. This is in accordance with the Supervisor's statement that field operators still need

guidance for technical details. According to the theory of human resource development by Dessler (2020), training is one of the effective methods to improve employee skills and knowledge to suit the needs of the organization. Therefore, the strategy that needs to be implemented is the implementation of routine training, both in the form of internal workshops and external training with professional institutions.

2) Optimizing the Utilization of Digital Technology

The development of logistics technology and tracking systems is an opportunity that can be taken advantage of by J&T Express Koya Barat. However, the research findings show that employees' skills in operating modern applications are still limited. Thus, companies need to integrate digital competency improvement programs competencies have become one of the main needs in the modern expedition industry supported by the growth of e-commerce.

2) Development of Soft Skills and Work Attitude

Although employees show high dedication and loyalty, researchers also found that initiatives to develop themselves are still relatively low. Spencer & Spencer (2019) emphasized that competence does not only include knowledge and skills, but also attitudes. Therefore, development strategies must emphasize the formation of a proactive, adaptive, and innovative work attitude through coaching, mentoring, and work motivation programs. This strategy will encourage employees to have a growth mindset.

3) Strengthening Work Culture and Team Collaboration

The existing positive work culture is an important capital. According to Robbins & Judge (2017), a strong organizational culture is able to shape employee behavior to be more consistent with company goals. The development strategy at J&T Express Koya Barat is directed to strengthen team collaboration through team-building activities and team-based performance evaluations.

Factors Influencing the Competency Development of J&T Express Employees in West Koya

The results of the analysis using the IFAS (score 2.34) and EFAS (score 2.71) matrix showed that there were various internal and external factors that affected the competency development process of J&T Express Koya Barat employees.

Internal Factors

1. Strengths

- a) An extensive distribution network (S1) allows employees to gain a variety of work experiences, from delivery, to customer service.
- b) Human resources are relatively young and energetic (S2), so younger people are directed and trained.
- c) The use of modern application technology (S3) provides opportunities for employees to master digital competencies that are relevant to industry developments.
- d) Clear SOPs for the storage of goods (S4), become a standard guideline for employees to work according to procedures.
- e) A positive work culture (S5), encourages effective team collaboration.

These factors can be a strong foundation in competency development efforts, because the organization already has basic capital in the form of potential human resources, a structured work environment, and technological support.

2. Weaknesses

- a) The limitations of employee training related to warehouse management (W1), make technical competence not optimal.
- b) Limited storage space (W2), can hinder the implementation of work standards, especially When the volume of goods increases.
- c) Limited training facilities (W3), causing competency development programs to not run optimally, making it difficult for employees to keep up with technological developments and market guidance.
- d) Lack of safety oversight of goods (W4), has the potential to harm the company and reduce customer trust.
- e) The low development budget (W5), limits companies to organize training on an incentive basis.

This weakness factor shows that limitations in training and facilities are still the main obstacles. According to Mondy & Noe (2016), training supported by adequate facilities is an important requirement for employee competency improvement to be achieved effectively. Without complete training facilities, the transfer of knowledge and skills to employees will not run optimally.

External Factors

1. Opportunity

- a) The growth of e-commerce in Jayapura (O1), increasing the demand for expedition services, thus encouraging employees to continue to increase their capacity.
- b) Government support for MSMEs and logistics (O2), provides opportunities to access training with related agencies.
- c) The increase in the need for fast expedition (O3) services means that employees work more effectively and efficiently.
- d) The development of tracking technology (O4), encourages employees to master the latest technology in the distribution system.
- e) The increasing demand for skilled labor in the logistics industry (O5) can spur companies to strengthen human resource competencies so that they are not less competitive.

2. Threats

- a) Fierce competition between expeditions (T1), for employees to have excellent service so that customers do not switch to competitors.
- b) The increase in operational costs (T2) can reduce the training budget, so that competency development can be hampered.
- c) Government regulations related to logistics (T3) require adaptation of new competencies so that companies remain legally compliant.
- d) Extreme weather in Papua (T4) often disrupts distribution, so employees must be able to adapt to uncertain working conditions.
- e) The limitation of quality human resources in Jayapura (T5) is an obstacle in the recruitment of competent workers.

These external factors reinforce the importance of competency development strategies. Companies that are able to manage external opportunities and threats well will be more resilient in the face of industry dynamics.

CONCLUSION

The study concluded that the most appropriate competency development strategy for J&T Express employees in *Koya Barat* was to leverage internal strengths—such as an extensive distribution network, young and energetic human resources, modern technology, clear SOPs, and a positive work culture—to capitalize on external opportunities, including e-commerce growth, government support, increasing demand for fast delivery services, and technological advancements. Recommended actions included enhancing technology-based training, implementing structured coaching and mentoring, optimizing training facilities, and strengthening warehouse operational supervision. Competency development was influenced by internal factors (strengths as above, and weaknesses such as limited training, constrained storage space, minimal training facilities, weak security supervision, and low HR budgets) and external factors (opportunities as above, and threats such as intense competition, rising operational costs, logistics regulations, extreme weather in Papua, and limited high-quality human resources in Jayapura). Future research could compare similar competency development strategies across different branches or logistics companies in eastern Indonesia to assess transferability and identify best practices tailored to diverse regional contexts.

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