

Analysis Of the Influence of Employee Recruitment and Selection Strategies on Employee Productivity in The Package Delivery Service Sector J&T Express Jagalan Surakarta

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ABSTRACT

The purpose of this study was to ascertain how employee recruitment and selection practices affected worker productivity in the package delivery service industry at J&T Express Jagalan Surakarta. It is anticipated that an effective recruitment and selection process will boost employee productivity since human resources are a valuable tool in accomplishing a company's objectives. This study employs a quantitative approach using a questionnaire method. All J&T Express Jagalan Surakarta personnel make up the study's population, which is sampled using the saturated sample method. Data was gathered by distributing questionnaires, and the SPSS program was used to do multiple linear regression analysis. According to the study's findings, employee productivity was somewhat positively but not significantly impacted by the Recruitment Strategy variable. At J&T Express Jagalan Surakarta, employee productivity is positively and significantly impacted by the employee selection variable. Variables of Employee Recruitment and Selection Strategy together or simultaneously have a significant influence on Employee Productivity. The data show that the correctness of the company's hiring process has a greater impact on employee productivity at J&T Express Jagalan Surakarta than recruitment tactics. In order to attain the highest level of employee productivity, the organization must thus keep enhancing the caliber of the hiring procedure and incorporate it with other HRM techniques.

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1. INTRODUCTION

Technological developments and increasing online shopping activities (*e-commerce*) in recent years has driven the growth of the delivery service industry in Indonesia. Increased transaction volume *online* This triggers a high demand for safe, fast, and timely delivery services. This condition creates a level of fierce competition for companies in the field of delivery services. In the face of this, the success of a company does not only depend on technological innovation and distribution networks, but also on the quality of human resources owned.

Particularly in the service industry, which is heavily reliant on employee performance and services, human resources (HR) are essential assets for a business's viability and advancement. The goal of human resource management is to effectively and efficiently manage and cultivate connections among individuals in order to accomplish the organization's objectives (Andriani et al., 2022). Therefore, companies are required to innovate as a strategic step in competing, including in the selection of human resources. A crucial first step in finding a skilled staff that meets the demands of the business is the recruitment and selection process. Recruitment is a process carried out by companies to find and attract prospective employees to fill available positions or positions. This process is then continued with a selection stage to assess and select applicants who have qualifications and criteria that suit the company's needs (Syahputra et al., 2024). The recruitment process in HR management is not just about filling vacancies, but ensuring that the organization acquires the appropriate competencies and has the potential to grow (Sudiro & Putri, 2022). According to (Ilham, 2024) The amount of competition in today's labor market requires companies to innovate in attracting qualified candidates. A less effective process in recruitment and selection can lead to various problems such as employee placement errors, *turnover* high productivity, low productivity, and decreased service quality. If the selection process carried out by the company is carried out correctly, it will obtain satisfaction, enthusiasm, and ultimately can improve employee performance (Kurniawati & Oktarina, 2023). In a package delivery service company such as J&T Express which is located in Jagalan, Jebres District, Surakarta City, Central Java, the challenge will be more complex because, 1. high competition from similar companies that are constantly improving services and delivery automation; 2. large operational human resources (couriers, packages *sort*, *driver*, etc) which must be fulfilled quickly as the peak season of deliveries; 3. technological changes e.g. (system *tracking*, shipper applications, warehouse automation) demands employees who are not only physical but also have technological capabilities and quick adaptation; 4. Work environments that can be highly stressful (*deadline* delivery, difficult routes, customer demands) make the quality of recruitment and selection of HR very decisive. The main problems that will arise if the recruitment and selection process of employees are less effective include, Employee suitability: many applicants pass the recruitment but then do not match the company's position or work culture, so that productivity and job satisfaction decrease. A literature study states that "*better recruitment and selection lead to better employees*" (Febyola et al., 2023); Level *turnover* and resignation: when the selection is less rigorous or the onboarding process is not supportive, employees can quickly leave, which means additional costs for replacement and retraining; *Speed* and recruitment volume: due to urgent needs, companies often recruit quickly so that the quality of candidates or the selection process becomes less in-depth; *Employer branding* and applicant attraction: in a competitive market competition, companies need a strategy that can attract qualified applicants, not just meet the quota amount. According to (Pramesworo et al., 2025), competency- based selection along with strategies *employer branding* increase the company's competitiveness in recruiting superior talent; Adjustment to the company's strategy: recruitment and selection must be aligned with the business strategy and the industrial environment. One of the literature states that "*recruitment and selection practices become a challenge with in developing countries*" because it has to adapt to the rapidly changing organizational environment (Basalamah et al., 2020). Taking into account these factors, the research on "Analysis of the Influence of Employee Recruitment and Selection Strategies on Employee Productivity in the J&T Express Jagalan Surakarta Package Delivery Service Sector" becomes very important. It is anticipated that the findings of this study will contribute to the advancement of human resource management (HR) science, particularly with regard to hiring, selection, and worker productivity in the service industry. Thus, it can provide contributions or suggestions for the management of J&T Express and similar logistics companies in the process of developing a more optimal recruitment and selection strategy policy. The implementation of this more optimal strategy can increase employee productivity so that the quality of delivery services becomes more effective and efficient.

Problem Formulation

Given the context of the aforementioned study issue, the above problem is formulated into the following questions:

1. How Does Recruitment Strategy Affect Employee Productivity at J&T Express Jagalan Surakarta?

2. How Does the Employee Selection Strategy Affect Employee Productivity at J&T Express Jagalan Surakarta?
3. How Does Employee Recruitment and Selection Strategy Affect Employee Productivity at J&T Express Jagalan Surakarta?

Purpose of writing

In light of the aforesaid description of the problem, this work seeks to:

1. Analyzing the Influence of Recruitment Strategy on Employee Productivity at J&T Express Jagalan Surakarta.
2. Analyzing the Influence of Employee Selection Strategy on Employee Productivity at J&T Express Jagalan Surakarta.
3. Analyzing the Influence of Employee Recruitment and Selection Strategies on Employee Productivity at J&T Express Jagalan Surakarta.

Benefits of Writing

For the Author

This study helps the author implement the theories of human resource management learned in college, particularly with regard to recruitment, selection, and staff productivity tactics in the real workplace. Through this research, the author can also hone analytical skills in identifying organizational problems.

For Companies

The management of J&T Express Jagalan Surakarta is anticipated to benefit from the study's findings as they assess and enhance the company's recruitment strategy and staff selection procedure. This research can also be used as a consideration in developing a more effective HR management policy that focuses on increasing employee work productivity.

For Academics

It is anticipated that this study will advance human resource management (HRM) science. by adding empirical references regarding the relationship between recruitment strategies, selection, and employee productivity in the delivery service sector. In addition, the results of this research can also be used as teaching material or examples of the application of theory.

For Future Research

It is anticipated that future academics interested in exploring related subjects will use the study's findings as a reference and comparison.

2. RESEARCH METHOD

Validity Test

The purpose of the validity test is to determine whether or not the statements stated in the questionnaire are valid. According to (Candra Adi Rahmat et al., 2023), Validity is the degree to which an instrument accurately measures the concept under study, ensuring that the data collected accurately depicts the real situation. In addition, (Sofwatillah et al., 2024) stating that the validity test is the initial stage in ensuring that the question items in the questionnaire have a significant relationship with the total score of the construct. This study uses an empirical validity test with the *Corrected Item-Total Correlation*, that is, by correlating the score on each question item with the total score of all items in one variable.

Rumus Korelasi Pearson Product Moment

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

Description :

r_{xy} = the correlation coefficient between the item score and the total score

N = number of respondents

X = score on each item

Y = total score of variables

Decision criteria

- a. If the value of r is calculated ≥ 0.30 , then the question item is declared valid
 - b. If the value of r is calculated < 0.30 , then the question item is declared invalid and can be revised
- According to (Utomo et al., 2024), an instrument is said to be valid if it shows a strong relationship between the item's score and the total score measured, so that it is able to reflect the construct as a whole.

Reliability Test

Reliability test shows level is consistent in providing results when it has been used repeatedly under the same conditions. According to (Saefuddin et al., 2023), reliability describes stability instruments in measuring research papers, A reliable instrument will generate consistent data over time. Reliability The instrument can be determined through the consistency of respondents' answers as measured by Cronbach's Alpha index

Classic Assumption Test

In order to satisfy a number of fundamental assumptions in the regression model, including the normality, multicollinearity, and heteroscedasticity tests, this study performed a traditional assumption test on the source data. Each of the traditional assumption tests utilized in this study is described below.

1) Normality Test

According to (Asfihan, 2021) The normality test states that the data or residues from the statistical model follow the normal distribution. The Kolmogorov-Smirnov test was used to determine the study's normalcy.

a. Uji Kolmogorov-Smirnov

This method is used because of its simplicity and consistency in assessment so that it can reduce the differences in perception that often occur in the graphical method. Decision-making is based on the following criteria:

- a) If the significance value > 0.05 then the residual is normally distributed.
- b) If the significance value < 0.05 then the residual is not normally distributed.

2) Multicollinearity Test

To determine the strength of the relationship between the independent variables in the model, the multicollinearity test is employed. According to (Asfihan, 2021) Multicollinearity occurs when two or more independent variables in the regression model have a significant correlation and affect the regression results and interpretation of regression parameters.

The test is carried out through the Tolerance and Variance Inflation Factor (VIF) values based on the following conditions:

- a) Tolerance $> 0.10 \rightarrow$ multicollinearity does not occur
- b) VIF $< 10 \rightarrow$ multicollinearity does not occur

The Tolerance value for both variables > 0.10 and the VIF value < 10 . Therefore, it may be said that the regression model does not contain multicollinearity.

3) Heteroscedasticity Test

The heteroscedasticity test was used to determine the dissimilarity of residual variance at each level of independent variable prediction. Decision- making based on testing criteria:

- a) If the significance > 0.05 then heteroscedasticity does not occur
- b) If the significance < 0.05 , heteroscedasticity occurs.

If the two variables' significance values are more than or equal to one another, the model is deemed heteroscedastic 0.05.

Analysis of the Regresi Linier Berganda

The purpose of this study is to determine the degree to which independent variables affect dependent variables. The following is the formulation of the regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Description:

Y : Employee Productivity

α : Constant

X1 : Recruitment Strategy X2 : Employee Selection ε : Standarterror

Testing is carried out in several ways, namely:

- The F (simultaneous) The co-influence of independent variables on dependent variables is examined through a test.
- A (partial) t-test to examine each independent variable's impact separately.
- The determination coefficient (R^2) is used to gauge how well recruitment and selection tactics can account for variations in worker productivity.

3.RESULTS AND DISCUSSIONS

Data Analysis

a) Respondent Description

The description of the respondent's characteristics is an explanation of information related to employees at J&T Express Jagalan Surakarta that is needed to understand the identity of the respondents in this study. Employees play the role of subjects who provide information about their characteristics in this study.

With approval from the office, the questionnaire was distributed directly to every employee at the J&T Express Jagalan Surakarta office in the form of a questionnaire. The questionnaire was filled out for 11 days, starting from December 19, 2025 – December 29, 2025

Respondents in this study consisted of 50 employees who provided details related to their personal identity, such as gender, age, and length of time worked.

The data that has been collected through the questionnaire can be analyzed with the following results:

b) Characteristics of Respondents by Gender

The following table displays information on the respondents' gender based on the data gathered from the questionnaire distribution:

Table 1 Frequency and Percentage of Sex

GENDER				
		Frequency	Percent	Valid Percent
Valid	Male	48	96,0	96,0
	Women	2	4,0	4,0

Source : SPSS data processing (2026)

From table 1, it can be seen that the respondents who participated in this study were dominated by male employees with a total of 48 people, and female employees with a total of 2 people. So from the following data, the total number of respondents is 50 employees.

c) Characteristics of Respondents by Age

The following table displays information regarding the respondents' ages based on the data collected from the questionnaire.

Table 2 Frequency and Age Percentage

OLD				
		Frequency	Percent	Valid Percent
Valid	>30 th	5	10,0	10,0
	20-25 th	30	60,0	60,0
	26-30 th	15	30,0	30,0
	Total	50	100,0	100,0

Source : SPSS data processing (2026)

From table 2, it can be seen that the respondents of this study are dominated by 30 employees with an age range of 20-25 years with a percentage of 60%. Employees with an age range

of 26-30 years are 15 people or 30%, and employees are >30 years old as many as 5 people or 10%.

d) Characteristics of Respondents Based on Length of Working Time

The following table displays the information gathered from the questionnaire on respondents' duration of employment at the J&T Express Jagalan office:

Table 3 Frequency and Percentage of Long Work

WORKING TIME				
		Frequency	Percent	Valid Percent
Valid	<1 th	3	6,0	6,0
	>3 th	15	30,0	30,0
	1-3 th	32	64,0	64,0
	Total	50	100,0	100,0

Source : SPSS data processing (2026)

Based on table 3, it can be seen that as many as 3 people or 6% of employees have worked for <1 year. Meanwhile, as many as 15 people or 30% of employees work for >3 years. Respondents in this study were dominated by employees who worked for a period of 1-3 years with a total of 32 people or 64% of employees.

Test Research Instruments

a) Validity test results

According to (Sofwatillah et al., 2024) stating that the validity test is the initial stage in ensuring that the question items in the questionnaire have a significant relationship with the total score of the construct.

The results of the questionnaire validity test included 8 questions related to the Recruitment Strategy variable, 7 questions for the Employee Selection variable, and 5 questions for the Employee Productivity variable. Validity testing is performed by comparing the calculated r value with the r -value of the table, with the degree of freedom (df) = $n-2$, where n is the number of samples. In this study, the number of samples (n) = 50, so df = 48 and the r -value of the table used was 0.284. The following are the results of the validity test for the Recruitment Strategy variable (X1).

Table 4 Recruitment Strategy Validity Test Results (X1)

Question Items	r count	R table	Significant value	Remarks
X1.1	0,740	0,284	0,000	Valid
X1.2	0,822	0,284	0,000	Valid
X1.3	0,738	0,284	0,000	Valid
X1.4	0,426	0,284	0,001	Valid
X1.5	0,635	0,284	0,000	Valid
X1.6	0,754	0,284	0,000	Valid
X1.7	0,869	0,284	0,000	Valid
X1.8	0,894	0,284	0,000	Valid

Source : SPSS data processing (2026)

Based on Table 4, it is known that all statements in the Recruitment Strategy variable (X1) related to Employee Productivity (Y) have been tested for validity. This is evidenced by the Pearson Correlation value (r calculated) for each item that exceeds the table r -value at a significance level of 0.05 or 5% that allows for further analysis.

The following are the results of the Validity Test for the Employee Selection Variable (X2).

Table 5 Results of Employee Selection Validity Test (X2)

Question Items	r count	R table	Significant value	Remarks
X2.1	0,869	0,284	0,000	Valid
X2.2	0,937	0,284	0,000	Valid
X2.3	0,772	0,284	0,000	Valid
X2.4	0,910	0,284	0,000	Valid
X2.5	0,801	0,284	0,000	Valid
X2.6	0,843	0,284	0,000	Valid
X2.7	0,917	0,284	0,000	Valid

Source : SPSS data processing (2026)

Based on table 5, it can be seen that all statements in the Employee Selection variable (X2) to Employee Productivity (Y) have met the validity criteria. This can be seen from the Pearson Correlation value (r calculated) for each statement item that is larger than the table r value at a significance level of 0.05 or 5% that allows for further analysis.

The following are the results for the validity test of the Employee Productivity (Y) variable.

Table 6 Results of the Employee Productivity Validity Test (Y)

Question Items	r count	R table	Significant value	Remarks
Y.1	0,884	0,284	0,000	Valid
Y.2	0,765	0,284	0,000	Valid
Y.3	0,825	0,284	0,000	Valid
Y.4	0,764	0,284	0,000	Valid
Y.5	0,668	0,284	0,000	Valid

Source : SPSS data processing (2026)

Based on table 6, All of the statements in the Employee Productivity (Y) variable are deemed valid. The Pearson Correlation value (r) for each statement item exceeding the table's r-value at a significance level of 0.05 or 5% serves as proof of this.

b) Reliability Test Results

The purpose of the reliability test is to demonstrate how consistently the measuring device produces results when used again under same circumstances. In this study, the technique used to test reliability is Cronbach's Alpha coefficient, which is calculated using the SPSS Version 25 application, and applied to question items that have been proven valid. Variable instruments are declared reliable if they have a Cronbach's Alpha value greater than 0.60. Based on the reliability test that has been carried out using the SPSS application, the following results were obtained:

Table 7 Reliability Test Results

Variabel	Cronbach's Alpha	N of items	Remarks
Recruitment Strategy (X1)	0,871	8	Reliabel
Employee Selection (X2)	0,942	7	Reliabel
Employee Productivity (Y)	0,839	5	Reliabel

Source : SPSS data processing (2026)

Based on the results of the reliability test as shown in table 7, the results of Cronbach's Alpha value for the Recruitment Strategy variable were 0.871, the Employee Selection variable was 0.942, and for the Employee Productivity variable was 0.839. Because each variable's Cronbach's Alpha score is more than 0.60, it can be assumed that every statement in this questionnaire is deemed credible. This demonstrates that each question item can yield consistent data when used frequently, therefore the response is probably going to stay the same.

Classical Assumption Test Results

a) Normality Test

According to (Asfihan, 2021) The normality test states that the data or residues from the statistical model follow the normal distribution. In this study, the normality test used the Kolmogorov-Smirnov test, with the results of data that are said to be normally distributed if the Sig value is > 0.05 , and the data is considered not to be normally distributed if the Sig value is < 0.05 .

Table 8 Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	,0000000
	Hours of deviation	2,34540378
Most Extreme Differences	Absolute	,114
	Positive	,106
	Negative	-,114
Test Statistic		,114
Asymp. Sig. (2-tailed)		,112c

Source : SPSS data processing (2026)

The results of the Kolmogorov-Smirnov test show that the value of Asymp. The sig. (2-tailed) obtained in this study was 0.112, which is greater than the threshold of the Kolmogorov-Smirnov normality test which was > 0.05 . This shows that the data in the regression model in this study are normally distributed.

b) Multicollinearity Test

To determine the strength of the association between the independent variables in the regression model, the multicollinearity test was employed. Tolerance and Variance Inflation Factor (VIF) measurements can be used to identify multicollinearity. The value provisions that are often used to detect multicollinearity are Tolerance > 0.10 or VIF < 10 . The following table displays the regression model's tolerance and VIF test results:

Table 9 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Recruitment Strategy	,256	3,907
	Employee Selection	,256	3,907
a. Dependent Variable: Employee Productivity			

Source : SPSS data processing (2026)

The VIF value for the staff recruitment and selection strategy variables was 3.907, according to the multicollinearity test results. Given that all independent variables have VIF values of less than 10, this indicates that multicollinearity is not present. Furthermore, the independent variable's tolerance calculation is 0.256, meaning that the total tolerance value is higher than 0.10. Therefore, based on the tolerance and VIF values, it can be said that there is no multicollinearity between independent variables in the regression model.

c) Heteroscedasticity Test

The heteroscedasticity test was used to determine the dissimilarity of residual variance at each level of independent variable prediction. The ideal regression model shows uniform residual variants or does not experience heteroscedasticity. If the variable's significant value is greater than 0.05, the model is deemed to be heteroscedastic. The following table contains the results of the heteroscedasticity test for this investigation:

Table 10 Heteroscedasticity Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	5,293	1,299		4,075	,000
	X1	-,080	,070	-,274	-1,141	,259
	X2	-,035	,059	-,142	-,592	,557

a. Dependent Variable: Y

Source : SPSS data processing (2026)

Based on table 10, it is known that the Recruitment Strategy variable (X1) has a significant value of 0.259 and the Employee Selection variable (X2) has a significant value of 0.557. This shows that both variables do not experience heteroscedasticity, because the significance value is more than 0.05.

Multiple Linear Regression Analysis

To determine if the independent factors, Recruitment Strategy (X1) and Employee Selection (X2), significantly affected the dependent variable, Employee Productivity (Y), multiple linear regression analysis was used.

Table 4.11 Multiple Linear Regression Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	8,840	2,799		3,158	,003
	Recruitment Strategy	,041	,162	,052	,252	,802
	Employee Selection	,419	,132	,655	3,179	,003

a. Dependent Variable: Employee Productivity

Source : SPSS data processing (2026)

Based on table 4.11, the following multiple linear equations are obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$Y = 8,840 + 0,041 X_1 + 0,419 X_2 + 2,799$$

Description:

Y : Employee Productivity

α : Constant

X1 : Recruitment Strategy X2 : Employee Selection ε : Standarterror

- The constant value (α) indicates the level of Employee Productivity (Y), According to this interpretation, the dependent variable has a value of 8.840 if the independent variable has a value of 0 (constant).
- Employee productivity is positively impacted by the Recruitment Strategy Variable's (X1) regression coefficient value, with a value of 0.041. So, it can be interpreted that if the Recruitment Strategy increases, Employee Productivity will also increase.
- Employee productivity is positively impacted by the Regression Coefficient of the Employee Selection Variable (X2), with a value of 0.419. This shows a one-way relationship between employee selection and employee productivity, where improving the Employee Selection process can increase Employee Productivity.

Uji Hypothesis

Individual Parameter Significance Results (t-test)

The impact of each independent variable on the dependent variables separately is (partially) ascertained using the t-test. The independent factors examined in this study were employee selection and recruitment strategy. A significance level of 0.05 ($\alpha=5\%$) was used for the test.

The following is a paraphrase of the text given:

- H_0 is accepted and H_a is rejected if t counts are less than t of the table and the significance value is higher than 0.05. This indicates that independent and dependent variables do not significantly affect one another.
- On the other hand, H_0 is rejected and H_a is approved if t counts exceed t of the table and the significance value is less than 0.05. This demonstrates that independent and dependent factors have a substantial impact on one another.

The value t of the table can be calculated with the following conditions: t tabel = a ; n-k

t table = 0.05; 50-3

t table = 0.05; 47

From the results of the calculation, it is known that the result of the distribution of t table is 1.678.

Table 12 Results of the t-Count Test (Partial Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,840	2,798		3,158	,003
	Recruitment Strategy	,041	,162	,052	,252	,802
	Employee Selection	,419	,132	,655	3,179	,003

a. Dependent Variable: Employee Productivity

Source : SPSS data processing (2026)

So that the research hypothesis can be concluded as follows:

- 1) The calculated t-value of 0.252, which was lower than the t table's 1.678, and the significance value of 0.802, which was higher than 0.05, were the findings of the t-test on the variable of Recruitment Strategy on Employee Productivity. These results show that employee productivity is positively but not significantly impacted by recruitment strategy.
- 2) The estimated t value of 3.179, which is higher than the t table of 1.678, and the significant value of 0.003, which is less than 0.05, were the findings of the t-test on the variable of Employee Selection on Employee Productivity. This suggests that employee productivity is positively and significantly impacted by employee selection.

Simultaneous Significance Test (F Test)

To ascertain whether each independent variable in the model simultaneously affects the dependent variables, the F test is utilized. A comparison of significance level (Sig) of less than 0.05 is used to determine whether to accept or reject the hypothesis, indicating that all independent variables have an impact on the dependent variables. The following are the results of the analysis obtained using the SPSS application version 25:

Table 13 Results of Simultaneous Significance (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	258,775	2	129,387	22,561	,000b
	Residual	269,545	47	5,735		
	Total	528,320	49			

a. Dependent Variable: Employee Productivity
b. Predictors: (Constant), Recruitment Strategy, Employee Selection

Source : SPSS data processing (2026)

Based on table 13, it is known that the calculated F value of 22.561 is greater than the F of the table of 3.20, with a significance value of 0.000 which is smaller than 0.05. This indicates that

overall, the variables of Recruitment Strategy (X1) and Employee Selection (X2) significantly affect Employee Productivity (Y) at J&T Express Jagalan Surakarta.

4. Coefficient of Determination (R²)

It is used to gauge how well a model can account for changes in dependent variables. R² has a value between 0 and 1, where a value near 1 means the regression model is superior and a value near 0 means the independent variable is less successful in explaining the dependent variable. The determination coefficient is shown in the R Square column of the summary model portion of the SPSS output. However, since the number of independent variables utilized in the study has been adjusted, the adjusted value of R Square in multiple linear regression is more advised. The Determination Coefficient Test findings are as follows.

Table 14 Determination Coefficient Test Results (R² Test)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700a	.490	.468	2,39479
a. Predictors: (Constant), Recruitment Strategy, Employee Selection				
b. Dependent Variable: Employee Productivity				

Source : SPSS data processing (2026)

According to table 14, the Adjusted R Square value of 0.468 or 46.8% of the Employee Productivity variable can be explained by the Employee Recruitment and Selection Strategy variable. While the remaining 53.2% were influenced by other factors that were not included in this study.

Hypothesis Test Results

Hypothesis 1: The Influence of Recruitment Strategy on Employee Productivity Based on the findings in this study, the Recruitment Strategy variable has a positive but not significant impact on Employee Productivity at J&T Express Jagalan Surakarta. This can be proven by the calculated t value of 0.252 which is smaller than the t table which is 1.678, with a significance value of 0.802 which is greater than 0.05, this shows that H₀ is accepted and H_a is rejected. Thus, it can be concluded that the Recruitment Strategy has a positive but not significant influence on Employee Productivity at J&T Express Jagalan Surakarta partially. These findings are not in line with the research (Ririn Uke Saraswati, 2024) which discovered that staff productivity was positively and significantly impacted by recruitment factors. The discrepancy in the study's findings is thought to be caused by variations in the operational work system, research object features, and other elements that may have an impact on worker productivity. Hypothesis 2: The Effect of the Selection Process on Employee Productivity Employee Selection variables have a positive and significant influence on Employee Productivity at J&T Express Jagalan Surakarta. This can be seen from the calculated t value of 3.179 which is greater than the t table which is 1.678, with a significance value of 0.003 which is smaller than 0.05, this shows that H₀ is rejected and H_a is accepted. Thus, it can be concluded that the Employee Selection Process has a positive and significant effect on Employee Productivity at J&T Express Jagalan Surakarta. These findings are in line with research (Putra Mandala Utama Muchtar et al., 2024) which shows that the selection process has a positive and significant influence on work productivity.

Hypothesis 3: The Influence of Employee Recruitment and Selection Strategies on Employee Productivity

Based on the results of this study, the variables of Recruitment Strategy and Employee Selection together or simultaneously have a significant influence on Employee Productivity. This can be seen from the value of the F calculation of 22.561 which is greater than the F of the table of 3.20, with a significance value of 0.000 which is smaller than 0.05. These results show that the regression model used in the study is feasible and able to explain the relationship between independent variables and dependent variables. The results of this study are in line with the research (Munaty et

al., 2022) shows that the combination of recruitment and selection has a positive effect on employee performance. This supports the hypothesis that concurrent recruiting and selection will have an impact on productivity since it demonstrates that the factors of recruitment and selection have a beneficial impact on employee performance.

4.CONCLUSION

This study aims to analyze the influence of Employee Recruitment and Selection Strategies on Employee Productivity in the J&T Express Jagalan Surakarta Package Delivery Service Sector. Based on the data obtained and the results of the test with the multiple linear regression model, the following conclusions can be drawn: It was revealed that Recruitment Strategy has a positive but not significant influence on Employee Productivity. This shows that the implementation of the Recruitment Strategy carried out by J&T Express Jagalan Surakarta has not been able to make a meaningful contribution in increasing Employee Productivity. Increasing Employee Productivity can not only depend on the implementation of Recruitment Strategies alone. Recruitment Strategy has a role in obtaining the appropriate workforce needs for the company, but Employee Productivity will be more optimal if supported by comprehensive and sustainable human resource management. It has been demonstrated that employee selection significantly and favorably affects employee productivity. This shows that if the better and more precise the employee selection process implemented by the company, it will result in a higher level of employee productivity. This result can be achieved because an effective selection process is able to place employees according to their competencies, skills, and needs in the field of work, so that employees work more efficiently, optimally, and in accordance with the company's targets. Together, an effective Employee Recruitment and Selection Strategy has an important role in increasing Employee Productivity. If the company implements a good Employee Recruitment and Selection Strategy process, the company has a greater opportunity to acquire competent employees and in accordance with the needs of the organization, so that it can have a positive impact on Employee Productivity. This research provides valuable insights for J&T Express Jagalan Surakarta to continue to develop and improve the quality of its human resources, so that the company is able to compete and adapt to existing business challenges.

Implications

There are a number of ramifications for the business that can be taken into consideration based on the findings and conclusions, especially J&T Express Jagalan Surakarta. Here are some of the implications of this study:

1) Implications of Recruitment Strategy at J&T Express Jagalan Surakarta

The implication of this finding is that there is a need to evaluate and refine the Recruitment Strategy applied to J&T Express Jagalan Surakarta. There needs to be appropriate direction in the recruitment process for the company's long-term needs, job characteristics, and employee development potential, not just focusing on fulfilling the number of workers. Companies cannot rely solely on Recruitment Strategies to increase Productivity, but need to integrate with a comprehensive and sustainable human resource management system.

2) Implications of Employee Selection at J&T Express Jagalan Surakarta

The implication of this result is that J&T Express Jagalan Surakarta needs to maintain and improve quality in the employee selection process. It is proven that an objective, structured, and competency-based selection process can produce employees who work more effectively and productively. Companies can continue to develop selection methods so that employee placement can be more appropriate according to needs and able to support the achievement of company targets.

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