

**The Effect of Recruitment and Training on The Performance of Couriers of PT.
Sicepat Ekspres Indonesia in South Jakarta**

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ABSTRACT

The purpose of this study is to determine the effect of recruitment and training on the performance of couriers at PT. Sicepat Ekspres Indonesia both partially and simultaneously. The research method used is a quantitative method with a descriptive approach. The sampling technique used is incidental sampling, namely using a population of 239 samples of 150 respondents. Data analysis techniques used are instrument testing, classical assumption testing, linear regression analysis, correlation coefficient analysis, determination coefficient analysis, hypothesis testing. This is evidenced by the results of the recruitment hypothesis test obtained a t-value of 11,848 > 1,976 and is strengthened by a p value <Sig.0.05 or a significance value <0.05 (0.000 <0.05) training obtained a t-value of 11,666 > t-table 1,976 and is strengthened by a p value <Sig.0.05 or a significance value <0.05 (0.000 <0.05). The results of the recruitment and training research partially have a positive and insignificant effect on the performance of couriers at PT. Sicepat Ekspres Indonesia are shown by the multiple linear regression equation $Y = 7.637 + 0.394X_1 + 0.436X_2$. This is proven by the results of the simultaneous hypothesis test obtained the F count value (137.389 > F table 3.06) and is strengthened by a significance value <0.00 (0.000 <0.05). shows that the correlation coefficient is at the level of 0.800 - 1.000, the level of correlation between recruitment and training variables on courier performance is interpreted as very strong. The determination coefficient value is 0.788 or 65.1% while the remaining 34.9% is influenced by other factors. Thus, H03 is rejected and Ha3 is accepted. This means that there is a simultaneous insignificant influence between recruitment (X1) and training (X2) on courier performance (Y).

Keywords: Recruitment, Training, Courier Performance

INTRODUCTION

One way to achieve optimal performance is through effective recruitment and quality training. Recruitment is a crucial first step in human resource (HR) management in every company. However, in reality, the recruitment process does not always go as expected. Some companies still experience obstacles in determining the right recruitment method, a lack of clear procedures, an inefficient selection of recruitment bases, and limited recruitment sources.

To obtain an initial overview of how the recruitment process works at PT. Sicepat Ekspres Indonesia in the South Jakarta area, researchers conducted a pre-survey of 30 respondents, consisting of employees and parties involved in the recruitment process.

This pre-survey aimed to identify their perceptions and experiences of the recruitment process based on four main indicators: recruitment methods, procedures, recruitment bases, and recruitment sources.

The results of the pre-recruitment survey obtained can be seen in the following table:

Table 1.1 Pre-Recruitment Survey of PT. Sicepat Ekspres Indonesia

No	Recruitment Indicators	Strongly Disagree		Don't agree		Doubtful		Agree		Strongly agree		Total	
1	Recruitment Methods	5	16.7%	8	26.7%	10	33.3%	5	16.7%	2	6.6%	30	100%
2	Recruitment Procedures	4	13.3%	7	23.3%	11	36.7%	6	20%	2	6.7%	30	100%
3	Recruitment Basics	6	20%	9	30%	10	33.3%	3	10%	2	6.7%	30	100%
4	Recruitment Sources	3	10%	6	20%	12	40%	6	20%	3	10%	30	100%

Source: Pre-Survey Data Processing Results, 2025

Based on Table 1.1 above, it is known that most respondents tend to be in the undecided category in assessing the four recruitment indicators. In the recruitment method indicator, as many as 5 respondents (16.7%) answered strongly disagree, 8 respondents (26.7%) answered disagree, 10 respondents (33.3%) answered undecided, 5 respondents (16.7%) answered agree, and only 2 respondents (6.6%) answered strongly agree. In the recruitment procedure, respondents who stated doubt also dominated, as many as 4 respondents (13.3%) answered strongly disagree, 7 respondents (23.3%) answered disagree, 11 respondents (36.7%) answered undecided, 6 respondents (20%) answered agree, and only 2 respondents (6.7%) answered strongly agree.

Meanwhile, the basic recruitment indicator received a fairly negative response, with 6 respondents (20%) strongly disagreeing, 9 respondents (30%) disagreeing, 10 respondents (33.3%) unsure, 3 respondents (10%) agreeing, and only 2 respondents (6.7%) strongly agreeing. For the recruitment source indicator, although the assessment was more balanced, the majority of respondents, 12 respondents (40%) still expressed doubt.

These data indicate that the company's recruitment process is still not fully optimal. Respondents' hesitation regarding recruitment methods, procedures, and basis indicates the need for evaluation and improvement in recruitment implementation. After researchers conducted observations and interviews with the South Jakarta District Leader and the Courier Management Manager, it was discovered that the recruitment method is essentially open, allowing anyone to become a candidate or prospective courier. Furthermore, given the high demand for couriers, especially during peak seasons, candidates or prospective couriers without experience still have the opportunity to become couriers even though the recruitment basis has not been met. This certainly significantly impacts courier performance, due to the high demand

for speedy package delivery. In this regard, the Courier Management Manager also believes that recruitment must be in line with training, so that the performance of new couriers can align with target achievements. Therefore, this study is important to conduct a deeper analysis of recruitment implementation and provide strategic recommendations to improve recruitment effectiveness in the company.

In the increasingly competitive delivery service industry, a company's success depends heavily on the quality of service, particularly that provided by couriers, their frontline workers. Couriers are not only responsible for delivering goods but also represent the company's image in the eyes of customers. Therefore, improving courier competency through training is a crucial aspect that cannot be overlooked.

However, based on information obtained internally from the PT. Sicepat Ekspres Indonesia GO Trainer Team, no courier training was conducted in 2023. This is a serious concern, considering the number of couriers in this region has reached 239, all of whom play a crucial role in supporting customer satisfaction.

Entering 2024, the company began conducting training, but only a small portion of couriers received it. This fact indicates that efforts to improve human resource capacity have not been carried out evenly and systematically. Based on initial data collection, out of a total of 239 couriers, only around 50 ($\pm 20.9\%$) received training opportunities in 2024.

As a form of initial evaluation, researchers identified the implementation of the training using five main indicators: Instructors, Participants, Materials, Methods, and Training Objectives; as follows:

Table 1.2 Data on PT. Sicepat Ekspres Indonesia Courier Training in 2024

No	Training Indicators	2023	2024
1	Instructor		There are instructors who do not have official certification.
2	Participant		59 couriers have participated in the training from a total of 259 couriers.
3	Material	There isn't any	<i>New Team Member Class:</i> Training consists of business processes, service products, use of Proof of Delivery (a system used to deliver packages), package handling, packaging symbols and what couriers can and cannot do.
4	Method		The training methods used are Presentation, Discussion, Role Play and Video Screening.
5	Objective		This training aims to provide basic knowledge to couriers in the delivery and package handling process.

Source: PT. Sicepat Express Indonesia

Based on Table 1.2, it is known that no training was conducted in 2023. This lack of training caused several problems in courier performance and company operations.

Many new couriers worked without standard training on delivery procedures, the use of the Proof of Delivery system, and package handling. This led to pending package deliveries and resulted in customer complaints. Meanwhile, in 2024, training was still limited in terms of participant coverage, material completeness, and instructor competency. Courier training in 2024 was conducted by instructors who did not have official certification. Non-certified instructors tended to teach based on experience and observation, thus lacking coverage of complex scenarios or problems that can arise during delivery. Furthermore, only 59 of the 259 couriers participated in the training, so the majority of couriers did not receive formal training. This condition created competency imbalances among couriers and led to uneven performance improvements. This situation is an important reason for researchers to conduct a more in-depth study of the effectiveness of courier training at PT. Sicepat Ekspres Indonesia in South Jakarta, as well as provide strategic recommendations for improving the training program to align with organizational needs and developments in the delivery services industry.

The performance data for PT. Sicepat Ekspres Indonesia Couriers in the South Jakarta area is as follows:

Table 1.3 Courier Performance Data of PT. Sicepat Ekspres Indonesia					
Performance Indicators	Target	2022	2023	2024	Trend Description
Number of Jobs (packages/day)	100	85	90	88	Up then down
Quality of Work (scale 1-5)	4.0	3.2	3.3	3.7	Steady low, then rising
Punctuality (%)	100	90	88	92	Down, then up
Presence (%)	100	91	90	89	Gradually decreasing
Collaboration Ability (scale 1-5)	4.0	4.1	4.3	4.4	Steady increase

Source: PT. Sicepat Ekspres Indonesia

Based on Table 1.3, it can be seen that over the past three years, the performance of couriers at PT. Sicepat Ekspres Indonesia in South Jakarta has shown interesting dynamics to study. Based on internal company data, performance indicators such as the number of jobs, quality of work, punctuality, attendance, and teamwork fluctuated from 2022 to 2024. The number of jobs per courier increased from 85 packages per day in 2022 to 90 packages per day in 2023. However, in 2024, there was a slight decrease to 88 packages per day. This condition indicates that although there was an increase in workload in the second year, adjustments occurred in the third year, which could be caused by operational planning or redistribution of work areas.

Meanwhile, the quality of work, as assessed by error rate, customer satisfaction, and compliance with SOPs, showed a relatively low initial score of 3.2 (scale 1-5) in 2022, increasing slightly to 3.3 in 2023, and experiencing a more significant increase in 2024 to 3.7. This trend indicates that improving service quality requires time and

consistency, and can be influenced by the training and evaluation systems implemented. The on-time indicator experienced a decline from 90% in 2022 to 88% in 2023, which then improved to 92% in 2024. This decline could be caused by operational challenges such as increased delivery volumes or external constraints such as traffic and weather. Conversely, the improvement in 2024 could signal improvements in the distribution system and technical training for couriers.

Courier attendance has gradually decreased from 91% in 2022 to 89% in 2024. This may indicate challenges in maintaining consistent courier discipline and motivation. On the other hand, the ability to work together among couriers shows a positive trend, increasing from a score of 4.1 in 2022 to 4.4 in 2024, reflecting improvements in communication and teamwork coordination in the field. These performance fluctuations raise questions about the factors that influence it, particularly in terms of recruitment and training. Therefore, this study is important to examine the extent to which recruitment and training influence courier performance, particularly in the context of a delivery service company like PT Sicepat Ekspres Indonesia in the South Jakarta area. This study is expected to contribute to the development of human resource management in the logistics sector and serve as a reference for further research in this field.

METHOD

Based on its nature, there are two types of research: quantitative and qualitative. According to Sugiyono (2020:44), quantitative research is a deductive, objective, and positive research method that incorporates numbers and quantification in data collection and analysis. Qualitative research is an inductive method for observing the behavior of social phenomena to discover the essence of the event. Based on the definition of each type of research, this research is categorized as quantitative research because the conclusions to be drawn are based on quantitative data obtained from measuring research variables using a Likert scale and then analyzed using a type of statistical method.

RESULTS AND DISCUSSION

Table 4.15 Simple Regression Results of Variable X1 against Y

		Coefficients ^a				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Toleranc e
Model		B	Std. Error	Beta			
1	(Constant)	16,891	1,803		9,370	.000	
	Recruitm ent	.580	.049	.698	11,84 8	.000	1,000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS v.26 2025

Based on table 4.15 the results of the simple linear regression analysis of X1 against Y, can be applied in the value of the regression equation, namely $Y = 16,891 + 0.580 X1$. These results show that the constant value of 16,891 indicates that the recruitment variable is considered constant, then the change in employee performance is 16,891 so it can be concluded that recruitment has a significant effect on the performance of PT. Sicepat Ekspres Indonesia employees, where an increase of 1% will have an impact of an increase of 16,891.

Table 4.16 Simple Regression Results of Variable X2 against Y

		Coefficients^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Toleranc	
Model		B	Std. Error	Beta	t	Sig.	e	VIF
1	(Constant)	14,127	2,066		6,837	.000		
	Training	.652	.056	.692	11,666	.000	1,000	1,000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS v.26 2025

Based on table 4.15 the results of the simple linear regression analysis of X2 against Y, can be applied in the value of the regression equation, namely $Y = 14.127 + 0.652 X2$. These results show that the constant value of 14.127 indicates that the training variable is considered constant, then the change in employee performance is 14.127 so it can be concluded that training has a significant effect on the performance of PT. Sicepat Ekspres Indonesia employees, where an increase of 1% will have an impact of an increase of 14.127.

Table 4.17 Multiple Regression Test Results

		Coefficients^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Toleranc	
Model		B	Std. Error	Beta	t	Sig.	e	VIF
1	(Constant)	7,637	1,859		4.109	.000		
	Recruitm ent	.394	.046	.474	8,528	.000	.767	1,304
	Training	.436	.052	.463	8,334	.000	.767	1,304

Source: Data processed by SPSS v.26 2025

From table 4.17 the data obtained can be compiled into a multiple linear regression equation as follows:

$Y = 7.637 + 0.394X_1 + 0.436X_2$ The regression equation above has the following meaning: Constant coefficient of 7.637

Stating that if the independent variable is considered a constant because it has a positive value, then it has an effect on increasing employee performance at PT. Sicepat Ekspres Indonesia.

Recruitment variable (X_1) 0.394 The recruitment variable shows that if there is a constant variation and there is no change in the training variable (X_2), then each unit change in the recruitment variable (X_1) will result in a change of 0.394 at PT. Sicepat Ekspres Indonesia.

Training variable (X_2) is 0.436 The training variable shows that if there is a constant variation and there is no change in the recruitment variable (X_1), then every unit change in the training variable (X_2) will result in a change of 0.436 at PT. Sicepat Ekspres Indonesia

Table 4.19 Results of the Correlation Coefficient Analysis of Variable X_1 against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.698a	.487	.483	2,536	1,613
a. Predictors: (Constant), Recruitment					
b. Dependent Variable: Employee Performance					

Source: Data processed by SPSS v.26 2025

Based on Table 4.19, the results of the correlation coefficient test obtained an R value of 0.698. In accordance with the coefficient interval provisions, the results of 150 studies indicate that the correlation coefficient is at the level of 0.600 – 0.799, so the level of correlation between variables is interpreted as strong.

Table 4.20 Results of the Correlation Coefficient Analysis of Variable X_2 against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.692a	.479	.476	2,555	1,908
a. Predictors: (Constant), Training					
b. Dependent Variable: Employee Performance					

Source: Data processed by SPSS v.26 2025

Based on table 4.20, the results of the correlation coefficient test obtained an R value of 0.692. In accordance with the coefficient interval provisions, the results of 150 studies show that the correlation coefficient is at the level of 0.600 – 0.799, so the level of correlation between variables is interpreted as strong.

Table 4.21 Results of the Correlation Coefficient Analysis of Variables X1 and X2 against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.807a	.651	.647	2,097	1,724
a. Predictors: (Constant), Training, Recruitment					
b. Dependent Variable: Employee Performance					
Source: Data processed by SPSS v.26 2025					

Based on Table 4.21, the results of the correlation coefficient test obtained an R value of 0.807. In accordance with the coefficient interval provisions, the results of 150 studies indicate that the correlation coefficient is at the level of 0.800 - 1.000, meaning the level of correlation between variables is interpreted as very strong.

Table 4.22 Results of Testing the Determination Coefficient (R square) of X1 against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.698a	.487	.483	2,536	1,613
a. Predictors: (Constant), Recruitment					
b. Dependent Variable: Employee Performance					
Source: Data processed by SPSS v.26 2025					

Based on table 4.22, it can be seen that the R Square value is 0.487, so it can be concluded that the recruitment variable influences the employee performance variable by 48.7%, while the remaining 51.3% is influenced by other factors or other variables.

Table 4.23 Results of Testing the Determination Coefficient (R square) of X2 against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.692a	.479	.476	2,555	1,908
a. Predictors: (Constant), Training					
b. Dependent Variable: Employee Performance					
Source: Data processed by SPSS v.26 2025					

Based on table 4.23, it can be seen that the R Square value is 0.479, so it can be concluded that the training variable influences the employee performance variable by 47.9%, while the remaining 52.1% is influenced by other factors or other variables.

Table 4.24 Determination (R square) of X1 and X2 against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.807a	.651	.647	2,097	1,724
a. Predictors: (Constant), Training, Recruitment					
b. Dependent Variable: Employee Performance					

Source: Data processed by SPSS v.26 2025

Based on table 4.24, it can be seen that the R Square value is 0.651, so it can be concluded that the recruitment and training variables influence the employee performance variable by 65.1%, while the remaining 34.9% is influenced by other factors or other variables.

Table 4.25 Results of the t-Test (Partial) of Variable X1 against Y

Coefficientsa								
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	16,891	1,803		9,370	.000		
	Recruitment	.580	.049	.698	11,848	.000	1,000	1,000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS v.26 2025

Based on table 4.25 above, by using the t distribution table searched for $\alpha = 5\%$ 2-sided test, with df (degree of freedom) $n-2$ or $150-2 = 148$, the t-table is 1.976, based on the test results of variable X1 against Y, the calculated t-value is obtained $> t$ -table ($11.848 > 1.976$) and the value (sig) is $0.000 < 0.05$, so H_{a1} is accepted and H_{o1} is rejected, which means that recruitment (X1) has a partial positive and insignificant effect on employee performance (Y).

Table 4.26 Results of the t-Test (Partial) of Variable X2 against Y

Coefficientsa								
		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14,127	2,066		6,837	.000		
	Training	.652	.056	.692	11,666	.000	1,000	1,000

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS v.26 2025

Based on table 4.26 above, by using the t distribution table sought at $\alpha = 5\%$ 2-sided test, with df (degree of freedom) $n-2$ or $150-2 = 148$, the t-table is 1.976, based on the test results of the X2 variable against Y, the calculated t-value is obtained $> t$ -table ($11.666 > 1.976$) and the value (sig) $0.000 < 0.05$, so Ha2 is accepted and Ho2 is rejected, which means that training (X2) has a partial positive and insignificant effect on employee performance (Y).

Table 4.27 F-Test Results (Simultaneous)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1208,025	2	604,013	137,389	.000b
	Residual	646,268	147	4,396		
	Total	1854,293	149			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Training, Recruitment						

Source: Data processed by SPSS v.26 2025

From table 4.27 above, the calculated F value is greater than Ftable of 3.06 with a significance value smaller than the probability value of 0.000 by looking at the F table, namely the degree of $df1 = k-1$ (4-1) and $df2 = nk$ ($150-3$) = 147 at a significance level of 0.05, the calculated F value is $> F$ table or $137,389 > 3.06$ and significant < 0.05 (0.000 < 0.05), then Ho3 is rejected and Ha3 is accepted, which means that the recruitment variables (X1), training (X2) simultaneously have a positive and insignificant effect on the employee performance variable (Y) at PT. Sicepat Ekspres Indonesia.

DISCUSSION

The Impact of Recruitment on Courier Performance

Based on the partial hypothesis test, recruitment (X1) has a significant positive effect on employee performance (Y), the calculated t-value is $> t$ -table ($11,848 > 1,976$) the magnitude of the influence of recruitment (X1) on employee performance (Y) is 48.7% and the remaining 51.3% is influenced by other factors, with the regression equation value being $Y = 16,891 + 0.580 X1$. These results indicate that the constant value is 16,891, which indicates that the recruitment variable is considered constant, so the change in employee performance is 16,891.

This aligns with the theory of Lussier & Hendon (2021: 130), which states that employee recruitment is a series of actions aimed at attracting qualified individuals to register and join an organization. Through recruitment, companies are expected to attract employees with adequate competencies, thereby supporting employee performance within the organization.

The Effect of Training on Courier Performance

Based on the partial hypothesis test, training (X2) has a significant positive effect

on employee performance (Y), the calculated t-value > t-table ($11,666 > 1,976$) obtained the magnitude of the influence of training (X2) on employee performance (Y) is 47.9% and the remaining 52.1% is influenced by other factors, with the regression equation value being $Y = 14,127 + 0.652 X_2$. These results indicate that the constant value is 14,127, which indicates that the training variable is considered constant, so the change in employee performance is 14,127.

This aligns with the theory of Hartono & Siagian (2020:223), which states that training is a way to hone skills, followed by providing input in a manner that maximizes the company's desired goals. It can be concluded that through training, employees can systematically improve their knowledge, skills, and experience, thus positively impacting their performance.

The Impact of Recruitment and Training on Courier Performance

Based on the hypothesis test that simultaneously recruitment (X1), training (X2) simultaneously have a significant positive effect on employee performance variables (Y) obtained F-count value > F-table or $137,389 > 3.06$ with a significance value of $0.000 < 0.05$. The magnitude of the simultaneous influence of recruitment (X1), training (X2), has a contribution to employee performance (Y) of 65.1% while the remaining 34.9% is influenced by other factors, with the regression equation above having $Y = 7.637 + 0.394X_1 + 0.436X_2$. States that if the independent variable is considered constant because it has a positive value, then it has a good effect on the level of employee performance at PT. Sicepat Ekspres Indonesia.

This aligns with Mangkunegara's theory (2021:67), which states that performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Therefore, recruitment is the first step for a company to acquire qualified human resources. Meanwhile, training is the next step to improve the quality of human resources. Through training, employees can systematically increase their knowledge, skills, and experience, thereby supporting their performance within the organization. Therefore, the combination of appropriate recruitment methods and ongoing training will produce competent employees who are able to contribute maximally to the company.

CONCLUSION

There is a significant influence of the recruitment variable (X1) on courier performance (Y), indicated by a simple linear regression equation, namely $Y = 16,891 + 0.580 X_1$. This is evidenced by the calculated t ($11,848 > 1,976$), this is also strengthened by the p value < Sig.0.05 or ($0.000 < 0.05$). With the level of influence of recruitment on courier performance of 48.7% and the remaining 51.3% is influenced by other factors or other variables.

There is a significant influence of the training variable (X2) on courier performance (Y), indicated by the simple linear regression equation $Y = 14.127 + 0.652 X_2$. This is evidenced by the calculated t value ($11.666 > 1.976$), this is also strengthened by the p

value < Sig.0.05 or (0.000 < 0.05). With the level of influence of training on courier performance of 47.9% and the remaining 52.1% is influenced by other factors or other variables.

There is a significant influence of simultaneous influence between recruitment and training on courier performance shown by the multiple linear regression equation $Y = 7.637 + 0.394X_1 + 0.436X_2$. The correlation coefficient value of 0.807 means that the independent variable with the dependent variable has a very strong level of relationship, with a determination coefficient of 65.1% while the remaining 34.9% is influenced by other factors or other variables. And the hypothesis test obtained F count values (137.389 > 3.06), this is also strengthened by the probability of significance (0.000 < 0.05). Thus H03 is rejected and Ha3 is accepted. This means that there is a positive and insignificant influence simultaneously between recruitment (X1) training (X2) on courier performance (Y).

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