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Analysis of Employee Recruitment and Placement Methods at The Gunungsitoli Branch of JNE Express

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Abstract: This study aims to analyze the recruitment and employee placement methods at JNE Express Gunungsitoli Branch in order to evaluate their effectiveness in supporting organizational performance within the logistics service sector. The research background is based on the continuing mismatch between applicant qualifications and job requirements, as well as employee placement decisions that are not fully aligned with individual abilities and educational backgrounds. A quantitative descriptive analytical approach was employed, involving all employees as the research sample through a census technique. Data were collected using questionnaires, interviews, and documentation, then analyzed using descriptive statistics supported by thematic interpretation. The results show that the recruitment method is generally well implemented in terms of transparency, fairness, and objectivity, although the suitability of applicant qualifications remains moderate. Employee placement is considered effective in providing clear tasks and balanced workloads, yet alignment between skills, education, and job assignments has not reached an optimal level. The study concludes that recruitment and placement practices at JNE Express Gunungsitoli are adequate for maintaining operational stability but require strategic refinement to ensure stronger competency alignment and long-term performance improvement.

Keywords: Recruitment, Employee Placement, Logistics Services, Human Resource Management, Organizational Performance.

INTRODUCTION

Human resources constitute the most critical strategic asset in determining organizational sustainability and competitive advantage, particularly in service-oriented industries where employee performance directly shapes service quality and customer satisfaction. In the contemporary era of industrial transformation and digital logistics, business competition is no longer determined solely by capital strength or technological infrastructure, but increasingly by the capacity of organizations to acquire, develop, and place competent human resources in positions that align with organizational objectives (Dessler, 2019; Sinambela, 2019). Consequently, recruitment and employee placement have become two fundamental pillars in

modern human resource management that directly influence organizational productivity, efficiency, and long-term performance.

Recruitment is conceptually understood as a systematic process of identifying, attracting, and selecting potential employees who meet predetermined qualifications and organizational requirements (Simamora, 2017). This process serves as the entry gate that determines the quality of human capital within an organization. A well-designed recruitment system ensures that only individuals with appropriate competencies, attitudes, and work ethics are considered for employment. Conversely, ineffective recruitment systems increase the likelihood of employing individuals who are not aligned with job requirements, which subsequently affects job performance and organizational stability.

Following recruitment, employee placement represents a strategic managerial function that ensures employees are positioned in roles that match their capabilities, skills, and professional expertise. Nugraha et al. (2017) emphasize that effective placement is rooted in three principal dimensions: ability, skill, and expertise. Proper placement enables employees to maximize their potential, enhances job satisfaction, and strengthens organizational performance. Conversely, inappropriate placement may produce various organizational dysfunctions, including decreased productivity, role conflict, job dissatisfaction, and high turnover intention.

The strategic significance of recruitment and placement becomes even more pronounced in the logistics and courier service industry. This sector is characterized by high service speed, operational accuracy, customer responsiveness, and time sensitivity. Companies such as JNE Express operate in a highly dynamic environment where delays, misplacements, and service inefficiencies can severely undermine customer trust and corporate reputation. Therefore, human resource quality in logistics companies must not only meet formal qualification standards, but must also demonstrate operational readiness, adaptability, and service orientation (Dessler, 2019).

In Indonesia, the rapid growth of e-commerce and digital trade has intensified the demand for reliable logistics services across both urban and regional areas. JNE Express, as one of the national logistics service providers, plays a crucial role in supporting distribution networks at the regional level, including in Gunungsitoli City. The operational effectiveness of JNE Express Branch Gunungsitoli is highly dependent on the performance of its workforce, particularly couriers, administrative staff, and operational supervisors who serve as the frontline of service delivery.

However, preliminary observations at JNE Express Branch Gunungsitoli reveal several practical challenges associated with recruitment and employee placement. The company often faces a mismatch between the qualifications of job applicants and the actual operational needs of the organization. For example, while the company requires personnel for courier and field-based positions, many applicants possess academic backgrounds that are more suitable for office-based administrative roles. Furthermore, some applicants demand compensation levels beyond the company's established wage structure, while others lack sufficient work experience and technical skills required for field operations.

In addition, the company continues to experience limitations in human resource availability for key operational positions, particularly in delivery services and data recording administration. Although recruitment is conducted based on staffing needs, the placement process is frequently constrained by the limited suitability of applicants and inconsistencies between employee competencies and job requirements. Placement decisions are generally based on educational background, interview results, skill assessments, and work experience; however, mismatches persist in practice. These conditions potentially weaken organizational efficiency and service quality, and may lead to increased operational risks.

From a theoretical perspective, recruitment and placement are inseparable components of strategic human resource management. Recruitment determines the supply of qualified human

resources entering the organization, while placement determines the effectiveness of utilizing those resources within the organizational structure (Sutrisno, 2017; Sinambela, 2019). When recruitment emphasizes only availability rather than suitability, and when placement ignores individual competencies, organizations face long-term performance challenges. This perspective is consistent with the resource-based view (RBV), which posits that human resources constitute a unique strategic asset that is difficult to imitate and serves as a primary source of sustainable competitive advantage.

Empirical studies further reinforce the strategic importance of recruitment and placement in determining organizational performance. Rahmah (2019) demonstrated that effective recruitment and placement significantly improved service quality and employee performance at PT Bank BNI Syariah Banjarbaru. Aini (2023) found that structured recruitment systems based on both internal and external sources enhanced employee competency alignment at PT BPR Nur Semesta Indah Jember. Similar findings were reported by Nugraha et al. (2017), who emphasized that incorrect employee placement negatively affects productivity and work motivation in service organizations.

Despite the substantial body of literature on recruitment and employee placement, most empirical studies remain concentrated within the banking, manufacturing, and public administration sectors. Research focusing on logistics and courier service companies, particularly in regional contexts such as Gunungsitoli, remains relatively limited. The operational complexity of courier services characterized by physical endurance demands, time-sensitive delivery targets, customer interaction intensity, and route management, requires a more contextual and sector-specific analysis of recruitment and placement practices.

Furthermore, regional logistics operations face distinct challenges compared to metropolitan areas, including limited labor market availability, uneven educational backgrounds, and restricted access to professional training. These conditions heighten the importance of designing recruitment and placement systems that are not only administratively compliant but also operationally adaptive. Without empirical evaluation, organizations risk applying generalized human resource models that may not fully respond to regional operational realities.

From a managerial standpoint, ineffective recruitment and improper placement can generate a chain of adverse consequences, including declining employee performance, decreased service quality, elevated complaint rates, and weakened organizational reputation. In the logistics sector, where customer satisfaction is strongly influenced by delivery accuracy and timeliness, even minor failures in human resource management may yield significant financial and reputational losses. Therefore, systematic evaluation of recruitment and placement mechanisms is not merely an administrative necessity but a strategic imperative.

Theoretically, this study contributes to the development of applied human resource management models within the courier and logistics service sector. Practically, the findings are expected to provide evidence-based recommendations for improving recruitment and placement policies at JNE Express Branch Gunungsitoli. Moreover, this research is anticipated to serve as a reference for other regional logistics companies facing similar human resource challenges.

Based on the synthesis of empirical realities, theoretical foundations, and identified research gaps, it becomes evident that recruitment and employee placement represent decisive determinants of workforce effectiveness in logistics service organizations. The persistent mismatches between employee qualifications and job requirements at JNE Express Branch Gunungsitoli indicate the need for an in-depth analysis of existing recruitment and placement methods. Such analysis is essential to uncover structural weaknesses, procedural inconsistencies, and strategic deficiencies that may undermine organizational performance. Based on these considerations, this research is deemed necessary to be conducted under the title

“Analysis of Recruitment and Employee Placement Methods at JNE Express Branch Gunungsitoli.”

METHOD

Research Design and Approach

This study employs a quantitative descriptive–analytical research design to examine recruitment and employee placement methods and their implementation at JNE Express Branch Gunungsitoli. A quantitative approach was selected because the research seeks to measure employees’ perceptions systematically, analyze patterns of recruitment and placement practices, and generate empirical evidence that can be statistically interpreted (Creswell & Creswell, 2021; Sekaran & Bougie, 2020). The descriptive analytical design enables the researcher to explain existing conditions objectively while simultaneously evaluating the effectiveness of recruitment and placement mechanisms within the organization.

Research Location and Time

This research was conducted at the JNE Express Gunungsitoli Branch Office, Indonesia, a regional logistics service provider that operates in accordance with national distribution standards. This location was deliberately chosen because of its strategic role in connecting regional distribution routes and ongoing human resource challenges related to recruitment and operational placement. Data collection was conducted during the operational period from December to January, ensuring that the findings reflect current recruitment and placement practices.

Population and Sample

The population of this study consists of all employees working at JNE Express Branch Gunungsitoli, including administrative staff, couriers, and operational supervisors. Given the relatively limited number of employees and the importance of capturing comprehensive organizational conditions, this study applies a saturated sampling (census) technique, whereby the entire population is used as the research sample.

Saturated sampling is methodologically appropriate when the population size is manageable and when the researcher aims to minimize sampling bias while achieving maximum representation (Sekaran & Bougie, 2020; Hair et al., 2020). This approach also strengthens the internal validity of the study, as all organizational members directly involved in recruitment outcomes and placement decisions are represented.

Research Variables and Operational Definitions

This research focuses on two principal variables:

1. Recruitment Method, operationally defined as the systematic process through which JNE Express identifies, attracts, and selects prospective employees based on predetermined qualifications, including recruitment sources, selection procedures, and qualification standards (Dessler, 2020).
2. Employee Placement Method, operationally defined as the organizational process of assigning employees to specific job positions based on education, skills, work experience, and competency alignment with job requirements (Sinambela, 2019; Armstrong & Taylor, 2020).

Research Instruments

Data were collected using a structured questionnaire, supported by semi-structured interviews and documentation review as complementary instruments. The questionnaire was developed using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to measure employees’ perceptions regarding recruitment transparency, selection fairness,

competency suitability, placement accuracy, and job compatibility. Instrument construction followed internationally accepted scale development principles to ensure construct clarity and measurement precision (Hair et al., 2020).

Semi-structured interviews were conducted with branch management and selected operational supervisors to obtain in-depth explanations regarding recruitment policies, placement decisions, and organizational constraints. Documentation review included organizational recruitment records, staffing reports, and job descriptions to support data triangulation. Before full data collection, the questionnaire underwent validity and reliability testing using Pearson's product-moment correlation and Cronbach's alpha coefficients. An instrument is considered reliable if the alpha coefficient exceeds 0.70, indicating internal consistency (Nunnally & Bernstein, 2020; Hair et al., 2020).

Data Collection Procedures

Data collection was conducted through several systematically designed stages. First, the researcher obtained formal research permission from the management of JNE Express Branch Gunungsitoli. Second, the research instruments were distributed directly to all employees to ensure high response rates and minimize non-response bias. Third, interviews were conducted with key managerial personnel responsible for recruitment and placement decisions. Finally, organizational documents were collected and verified for consistency with primary data. All respondents were informed about the purpose of the study, assured of data confidentiality, and asked to provide informed consent. These ethical procedures align with contemporary research integrity standards in social science and management research (Creswell & Creswell, 2021).



Figure 1. Interview with Branch Manager of JNE Express Gunungsitoli regarding recruitment policies and placement decisions

Data Analysis Techniques

Quantitative data obtained from the questionnaires were analyzed using descriptive statistical techniques, including frequency distributions, percentage analysis, mean scores, and standard deviations. These techniques were used to describe the overall pattern of recruitment and placement practices at JNE Express Branch Gunungsitoli. To strengthen analytical interpretation, the results were compared with theoretical benchmarks and empirical findings from previous studies on recruitment and placement effectiveness. Descriptive-analytical interpretation is widely applied in human resource management research to evaluate organizational practices and identify procedural gaps (Sekaran & Bougie, 2020; Armstrong & Taylor, 2020).

Qualitative data from interviews and documentation were analyzed using thematic content analysis, involving data reduction, category formation, and pattern interpretation. This

triangulation strategy enhances the credibility and robustness of the research findings (Creswell & Creswell, 2021; Miles et al., 2020).

Research Validity, Reliability, and Rigor

To ensure methodological rigor, this study applies several quality assurance strategies. Construct validity was strengthened through careful alignment between theoretical concepts and empirical indicators. Internal reliability was tested statistically via Cronbach’s alpha. Data credibility was enhanced through triangulation between questionnaires, interviews, and organizational documents. These procedures comply with best practices in Scopus-indexed management research, ensuring that the research findings are empirically sound, replicable, and scientifically defensible (Hair et al., 2020; Creswell & Creswell, 2021).

RESULTS AND DISCUSSION

Brief History of JNE Express Gunungsitoli Branch

PT. JNE Express is a national shipping company that was founded in 1990 and continues to grow as one of the largest logistics companies in Indonesia. Along with the increasing demand for goods and document distribution, JNE has expanded its service network to the islands, including the city of Gunungsitoli, in order to strengthen regional connectivity. The JNE Express Gunungsitoli City branch was established as part of the company's network development strategy in the Nias Islands region. The presence of this branch not only aims to expand distribution services but also to provide employment opportunities for the local community. The operational development of this branch requires a structured human resource management system, particularly in the recruitment and placement of employees.

Respondent Profile

This study involved 32 permanent employees of JNE Express Branch Gunungsitoli, consisting of 6 administrative staff (18.8%), 22 couriers (68.8%), and 4 operational supervisors (12.4%). Based on educational background, 43.8% of respondents were senior high school graduates, 46.9% held a bachelor’s degree, and 9.3% possessed a diploma qualification. In terms of working tenure, 59.4% had more than two years of work experience, indicating that the majority of respondents had sufficient exposure to the organization’s recruitment and placement systems to evaluate them objectively.

Results

Recruitment Method at JNE Express Branch Gunungsitoli

Recruitment was measured using five indicators: transparency, recruitment sources, selection procedures, qualification suitability, and fairness. The descriptive statistical results are presented in Table 1.

Table 1. Descriptive Statistics of Recruitment Method (n = 32)

Indicator	Mean	Std. Deviation	Category
Transparency of recruitment information	3.72	0.61	Good
Effectiveness of recruitment sources	3.54	0.68	Good
Objectivity of selection procedures	3.81	0.57	Good
Suitability of applicant qualifications	3.19	0.74	Moderate
Fairness of recruitment decisions	3.76	0.6	Good
Overall Mean	3.6	-	Good

Source: Researcher's Compilation, 2025

The results indicate that the recruitment method at JNE Express Branch Gunungsitoli is perceived as generally good, particularly in terms of procedural transparency and fairness. The highest mean score was obtained for objectivity of selection procedures (3.81), indicating that most employees perceive the recruitment process as merit-based and free from non-professional intervention.

1. However, the lowest score was obtained for qualification suitability (3.19), which falls in the moderate category. This confirms that although recruitment procedures are formally implemented, the alignment between applicant qualifications and job requirements is not yet optimal.
2. Interview data further support this result. The branch manager stated that recruitment is often conducted under urgent operational needs, particularly to fulfil courier shortages during peak delivery seasons. Consequently, academic qualifications and technical competencies are sometimes treated as secondary considerations compared to immediate labour availability.

Employee Placement Method

Employee placement was analyzed using four indicators: job–skill alignment, educational compatibility, workload suitability, and task clarity. The results are presented in Table 2.

Table 2. Descriptive Statistics of Employee Placement (n = 32)

Indicator	Mean	Std. Deviation	Category
Job–skill alignment	3.28	0.71	Moderate
Educational background compatibility	3.15	0.76	Moderate
Workload suitability	3.64	0.62	Good
Task clarity and role understanding	3.88	0.55	Good
Overall Mean	3.49	-	Moderate-Good

Source: Researcher's Compilation, 2025

The placement system is categorized as moderate to good. The highest mean score was observed for task clarity (3.88), indicating that employees clearly understand their duties after placement. Workload suitability also showed a positive result (3.64), demonstrating that management distributes workloads relatively evenly.

1. Nevertheless, job–skill alignment (3.28) and educational compatibility (3.15) remain at moderate levels. This indicates that a substantial proportion of employees are assigned to positions that do not fully match their educational background or technical skills.
2. Field interviews revealed that several employees with administrative education were initially placed in courier positions due to workforce shortages. Although some employees later adapted through on-the-job learning, this adaptation required extended adjustment periods and reduced early-stage productivity.



Figure 2. Interview with recruitment staff regarding employee selection and placement implementation at JNE Express Gunungsitoli Branch

Discussion

Effectiveness of Recruitment Practices

The empirical findings demonstrate that recruitment at JNE Express Branch Gunungsitoli is procedurally well-implemented but strategically constrained. The strong performance in transparency and fairness reflects adherence to basic principles of good governance in human resource management. This corresponds with contemporary recruitment theory, which emphasizes transparency and procedural justice as drivers of employee trust and organizational legitimacy.

However, the moderate score on qualification suitability confirms that procedural compliance alone does not guarantee strategic effectiveness. A recruitment system that prioritizes speed over competency mapping risks producing long-term inefficiencies. Similar evidence was reported in recent logistics-sector studies, which show that rapid recruitment without competency profiling significantly increases training costs and early-stage performance variance (Chowdhury et al., 2021; Nguyen et al., 2022). From a strategic perspective, recruitment functions as a filtering mechanism for organizational capability formation. When this filter is weakened by labour market limitations and urgent staffing pressures, as found in this study, the quality of human capital entering the organization becomes uneven. This condition explains why qualification suitability remains the weakest recruitment indicator in the present findings.

Accuracy of Employee Placement

The placement results reveal a dual pattern: administratively effective but strategically imperfect. High scores for task clarity and workload suitability indicate that operational coordination within the branch functions relatively well. Employees receive clear instructions and role assignments, which support daily operational stability. Nevertheless, the moderate scores for job–skill alignment and educational compatibility indicate a persistent person–job mismatch. According to person job fit theory, sustained performance excellence cannot be achieved when employees are structurally misaligned with job demands. This mismatch increases cognitive load, slows skill mastery, and reduces intrinsic motivation over time.

Empirical evidence from international HRM research consistently demonstrates that low person–job fit is associated with lower productivity and higher turnover intention (Kristof-Brown et al., 2023; Kim & Park, 2021). The findings at JNE Express Gunungsitoli reflect similar structural risks, particularly for courier personnel who require not only physical endurance but also route management, time discipline, and customer service competencies.

Interdependence Between Recruitment and Placement

A crucial analytical outcome of this study is the confirmation that recruitment quality directly determines placement effectiveness. The moderate qualification suitability observed at the recruitment stage structurally limits the accuracy of subsequent placements. When employees enter the organization without optimal competency matching, placement becomes a reactive adjustment process rather than a strategic alignment mechanism. This condition supports the human resource systems perspective, which posits that HR functions operate as an integrated system rather than independent administrative activities. Weaknesses in early-stage recruitment propagate downstream inefficiencies in placement, training, and performance management.

At JNE Express Branch Gunungsitoli, recruitment decisions driven by short-term staffing urgency structurally constrain competency-based placement. As a result, placement accuracy becomes dependent on post-recruitment training and experiential adaptation rather than on predictive workforce planning.

Managerial Implications

The empirical findings suggest that operational stability at JNE Express is currently sustained by managerial adaptation rather than by strategic HR design. While daily operations continue to function, this stability is achieved through workload redistribution and informal skill transfer rather than through systematic recruitment–placement optimization. If left uncorrected, this structural pattern may generate several long-term organizational risks:

1. Increased employee fatigue due to prolonged competency adjustment,
2. Reduced service consistency during peak operational periods,
3. Elevated training and supervision costs, and
4. Potential decline in customer satisfaction resulting from service variability.

International logistics studies demonstrate that firms with high recruitment–placement congruence achieve superior delivery accuracy, lower complaint rates, and stronger workforce retention (Bibi et al., 2020; Nguyen et al., 2022). The current empirical results indicate that JNE Express Gunungsitoli has not yet fully reached this strategic threshold.

Synthesis in Relation to the Research Problem

This study sought to analyze how recruitment and employee placement methods are implemented at JNE Express Branch Gunungsitoli and how effective these methods are in supporting organizational performance. The results empirically show that:

1. Recruitment is procedurally good but strategically limited,
2. Placement is administratively effective but not fully competency-based, and
3. There is a strong structural linkage between recruitment weaknesses and placement inaccuracies.

Thus, the central research problem is empirically answered: the effectiveness of recruitment and placement at JNE Express Gunungsitoli is sufficient for short-term operations but insufficient for long-term strategic performance optimization.

Scientific and Practical Contribution

Scientifically, this study reinforces the empirical validity of person–job fit theory and HR systems integration within the context of regional logistics service firms, a sector that remains underrepresented in international HRM literature. Practically, the findings offer an evidence-based foundation for redesigning recruitment standards and developing competency-based placement models tailored to regional labor market constraints.

CONCLUSION

This study was conducted to analyze the recruitment and employee placement methods at JNE Express Branch Gunungsitoli and to evaluate their effectiveness in supporting organizational performance. The findings demonstrate that, in general, the recruitment system has been implemented in a procedurally sound manner, particularly in terms of transparency, fairness, and objectivity of the selection process. These aspects indicate that the organization has complied with the fundamental principles of modern human resource management. However, the study also reveals that the strategic dimension of recruitment, especially the alignment between applicant qualifications and job requirements, has not yet reached an optimal level. This limitation is largely influenced by regional labour market constraints and operational urgency, which compel management to prioritize workforce availability over ideal competency standards.

In terms of employee placement, the results indicate that the organization has been effective in ensuring task clarity and relatively balanced workload distribution, which supports daily operational stability. Nevertheless, the alignment between employees' educational backgrounds, skills, and their assigned positions remains at a moderate level. This condition confirms the persistence of person–job mismatch within the organization, particularly in operational positions that require specific technical and service-oriented competencies. As a result, employee performance during the early stages of placement tends to rely heavily on adaptation and informal learning rather than on pre-existing professional readiness.

The integration between recruitment and placement practices has been shown to operate in a structurally interconnected manner. Weaknesses at the recruitment stage, particularly in competency screening, directly constrain the effectiveness of subsequent placement decisions. Consequently, placement often becomes a reactive adjustment process rather than a strategic alignment mechanism. This structural condition limits the organization's ability to optimize long-term workforce performance, even though short-term operational demands can still be fulfilled.

From a broader scientific perspective, this study contributes to the development of applied human resource management knowledge in the logistics and courier service sector, especially within regional operational contexts that are rarely addressed in international empirical studies. The findings reinforce the empirical relevance of person–job fit theory and the human resource systems perspective in explaining how recruitment and placement interact to shape organizational effectiveness. Practically, the results provide an evidence-based foundation for improving human resource planning, particularly through the development of competency-based recruitment standards and more predictive placement mechanisms that are aligned with both operational needs and long-term organizational strategy.

Overall, this research concludes that while recruitment and employee placement methods at JNE Express Branch Gunungsitoli are administratively adequate, their strategic effectiveness remains limited in ensuring optimal competency alignment and sustainable performance improvement. Therefore, systematic refinement of these human resource functions is essential not only for enhancing organizational efficiency at the branch level but also for strengthening the competitiveness of logistics service providers in regional markets more broadly.

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