

# Employee Recruitment, Selection, and Placement Processes: A Bibliometric Analysis

*Bibliometric Analysis  
of Employee  
Recruitment*

Hana Septiana

*Department of Management, Faculty of Humanities and Business, Universitas  
Pembangunan Jaya; Tangerang, Indonesia  
E-Mail: hana.septiana@student.upj.ac.id*

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Aulia Septiana

*Department of Management, Faculty of Humanities and Business, Universitas  
Pembangunan Jaya; Tangerang, Indonesia  
E-Mail: aulia.septiana@student.upj.ac.id*

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## **ABSTRACT**

*This study aims to analyze the process of recruitment, selection, and placement of employees in the company. Bibliometric analysis methods are used to measure, analyze, and understand patterns in scientific literature and scientific publications related to employee recruitment, selection, and placement. Through searching using the Publish or Perish tool, 984 articles were obtained selected according to research needs, starting from 2019 to 2023. The results of this study conclude the results that recruitment, selection, and placement of employees affect employee performance. Good and appropriate employee recruitment, selection, and placement processes can be applied to improve employee performance. The theoretical implication of this study lies in its use of bibliometric analysis methods to systematically assess the scientific literature on employee recruitment, selection, and placement. The study offers a comprehensive understanding of patterns and trends in relevant scholarly publications in recruitment and employee placement. The contribution of this research is evident in its conclusion that effective processes in recruitment, selection, and placement significantly impact employee performance, emphasizing the importance of implementing suitable strategies to enhance overall workforce effectiveness.*

**Keywords:** *Bibliometric analysis, Recruitment, Selection, Employee placement*

## **ABSTRAK**

*Penelitian ini bertujuan untuk menganalisis proses perekrutan, seleksi, dan penempatan karyawan di perusahaan. Metode analisis bibliometrik digunakan untuk mengukur, menganalisis, dan memahami pola dalam literatur ilmiah dan publikasi ilmiah terkait perekrutan, seleksi, dan penempatan karyawan. Melalui pencarian menggunakan alat Publish or Perish, diperoleh 984 artikel yang dipilih sesuai kebutuhan penelitian, dimulai dari tahun 2019 hingga 2023. Hasil penelitian ini menyimpulkan bahwa proses perekrutan, seleksi, dan penempatan karyawan memengaruhi kinerja karyawan. Proses perekrutan, seleksi, dan penempatan karyawan yang baik dan sesuai dapat diterapkan untuk meningkatkan kinerja karyawan. Implikasi teoritis dari penelitian ini terletak pada penggunaan metode analisis bibliometrik untuk menilai secara sistematis literatur ilmiah tentang perekrutan, seleksi, dan penempatan karyawan. Kontribusi dari penelitian ini terlihat dalam kesimpulannya bahwa proses efektif dalam perekrutan, seleksi, dan penempatan secara signifikan memengaruhi kinerja karyawan, menekankan pentingnya menerapkan strategi yang sesuai untuk meningkatkan efektivitas keseluruhan tenaga kerja.*

**Kata kunci:** *Analisis bibliometrik, Rekrutmen, Seleksi, Penempatan karyawan*

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## **INTRODUCTION**

Human Resources or better known as HR is a very important aspect in an organization or company (Jumady & Lilla, 2021). The success of an organization or company to achieve one of its goals is dependent on Human Resources. Increasingly fierce competition requires companies to compete and survive by increasing their productivity and one of the important roles is in HR, meeting the needs of Human Resources, requires careful selection to get the desired workforce, and recruitment of employees or employees is a resource owned by the company, which must be employed effectively and efficiently, as well as the placement of HR positions themselves in accordance with their respective expertise in order to work well as expected by the company.

HR is highly prioritized in the business world, it is imperative that the latter owns this asset through effective management such as prioritizing in recruitment, selection, and placement activities. The business world will continue to advance with many innovations and developments, thus the need to adjust and grow in the face of fierce competition. HR has decision-making authority, also ensuring all functions have the authority to make decisions. If a company does not have superior quality human resources, it will be difficult for the company to carry out its business activities and fulfill the objectives of the company. This can be seen in recruitment, selection, and placement practices, all of which have a significant impact on the company's progress (Yanti et al., 2023).

The efforts made by the company to select employees are by recruiting in selecting superior employees and organizing training or training and development to be able to create quality employees. Finding a qualified workforce and having superior and professional skills is not easy, so companies must re-screen new workers (Haris et al., 2020).

Recruitment is the main concern carried out in every large and small business field, because employees or labor are one of the most important and significant assets in any business, because humans are a significant driving force in the company, the HR Department is responsible for this HR section, a skilled workforce is needed to achieve company goals effectively and efficiently, fiber quality and quantity must meet the needs that the company wants. Thus, it is very clear that employee recruitment and job placement play an important role in improving employee performance (Kurniasari & Prihadini, 2021).

Selection is one of the processes in human resource management that is carried out after the company has determined HR needs and determined job requirements and descriptions of positions to place HR in the positions needed by the company. Selection is the process of selecting applicants to become employees and placing them in the positions needed by the company against the skills and qualifications of job applicants. In this selection process, the principle of "Right People in the Right Jobs" must be applied, namely placing the right people in the right jobs (Garaika & Margahana, 2019).

Employee placement is the process of adjusting employees' job responsibilities according to their needs. Furthermore, employees are given orientation or training and introduction to socialization, where employees are given an overview of the main tasks and functions that need to be carried out and the standards of how well the employee does his job (Yanti et al., 2023). The company certainly wants to improve employee performance, and has employees who are in accordance with the required position qualifications in order to carry out the right job placement. Therefore, companies need to carry out the employee recruitment and placement process so that employee performance increases.

## **LITERATURE REVIEW**

According to research conducted by Aziza (2021), a list of job seekers will be selected. After the list of job seekers is known, the selection will be carried out. The effectiveness of the selection and placement function is greatly influenced by several crucial conditions and even depends on the information obtained from these conditions. This underscores the importance of considering various factors and collecting relevant information to

ensure the success of the selection and placement process. Based on research conducted by Mea & Ie (2019), employee responses to recruitment are very good, as well as selection which shows a very good percentage. Job placement also has a very good percentage.

If the company can implement the employee recruitment, selection, and job placement process appropriately, employees will be able to fully contribute to achieving company goals. According to research conducted by Muhtadin et al., (2021), Employees show a satisfied attitude towards job placement because it is based on the last education carried out. Employee placement has little effect on increasing employee satisfaction. With that, it is recommended that company leaders must place employees according to their level of education, experience, abilities, and expertise so that the company can run optimally and the company can also achieve predetermined targets.

Research conducted by Asike (2021) shows that selection significantly influences employee work productivity, and the placement of employee work positions also has a significant effect on employee work productivity. Therefore, both selection and job placement simultaneously impact employee performance in the company. According to research by Darmawan et al. (2020), Fitri et al. (2021), and Sarinah et al. (2016), there is proven influence between employee placement and employee performance. Thus, efforts should be made to enhance employee placement, such as providing training before assigning someone to a specific position or role.

Based on the results of several previous studies related to recruitment, selection, and job placement, there are several suggestions given to improve the process of recruitment, selection, and placement of employees in a company to help develop the quality of human resources for the progress of the company and the achievement of company goals (Qutni et al., 2021; Tanjung, 2020; Tien et al., 2021). Companies can improve employee performance by paying attention to some of these things, the need to make employees feel comfortable with the position they are placed in according to their respective abilities. Therefore, the purpose of this research is to further refine the results of previous research which the company feels is lacking in maximizing the recruitment, selection, and placement process of employees.

Ineffectiveness in the recruitment and selection process can be detrimental to the company. Companies need to minimize the ineffectiveness that occurs in the recruitment and selection process. This research aims to provide a comprehensive overview of the potential ineffectiveness in the employee recruitment and selection process in Indonesia (Titisari & Ikhwan, 2021). Changing and strengthening the role of the HR function can help an organization succeed. HR management is related to organizational performance and affects organizational performance by creating value or utilizing HR practices and objectives. This research aims to analyze the effect of recruitment and job placement on employee performance. The research sampling took a total of 115 respondents (Wulandari et al., 2023).

The selection carried out by the company in finding prospective workers must carry out various stages of selection that must be carried out, and this can prove that recruitment carried out in such a way is one of the good procedures in recruitment. This research aims to find out how the employee selection process is, and analyze the recruitment process in the company (Kosasih & Kohar, 2021). Every company will always try to improve the performance of its employees by meeting employee needs, paying attention to subordinates and placing employees as part of the company's assets. The purpose of this research is to determine the effect of recruitment and selection on employee performance in a company with a sample of 106 respondents (Fitrianti & Prasada, 2021).

Recruitment is an important aspect that must be done by the company. Employee placement and training must also be considered so that employee performance must also be considered so that employee performance can increase, even so in its implementation there are still often obstacles. The purpose of this study is to determine the effect of recruitment, placement, and training on employee performance in a company (Purnawati, 2019). Several previous studies related to bibliometric analysis on the topic of recruitment are summarized in Appendix 1.

**METHODS**

This study employs bibliometric analysis to scrutinize trends and productivity in recruitment research, utilizing data from articles published and indexed by Google Scholar. The data collection process involves the use of reference management software, namely Publish or Perish, for conducting a literature review on the study's theme. Each article's data used must be indexed by Google Scholar, formatted as a journal article, and saved in the file for use with VOSviewer. All obtained article data will be filtered, including only those related to the chemical industry.

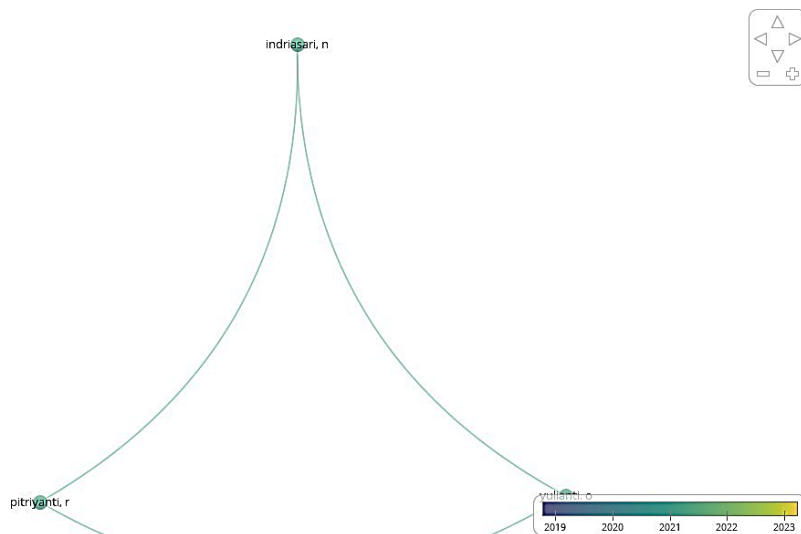
Researchers searched for data in Publish or Perish using the keyword "Recruitment," with criteria including title, abstract, and keywords within the 2019–2023 time range. The selected articles are stored in \*.ris format and will be processed using VOSviewer software, which functions to visualize and analyze trends in the form of bibliometric map visualizations. We compiled a mapping of article data from processed database sources. Table 1 displays the metric information results from the Publish or Perish software.

**Table 1.** Citation Metrics

Publication Years	2019-2023
Citation Years	4 (2019-2023)
Papers	984
Citations	19146
Cites/Year	4786.50
Cites/Papers	19.46
Cites/Author	12025.11
Paper/Author	719.39
Authors/Papers	1.78
h-index	43
g-index	135

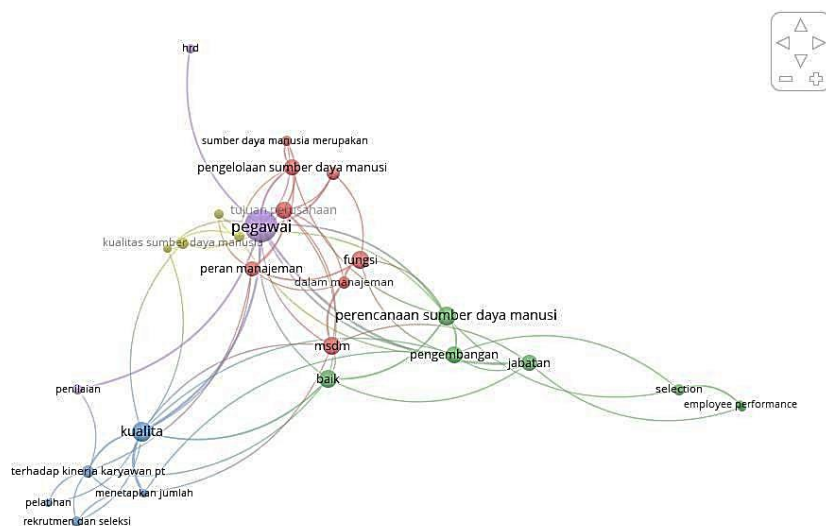
**RESULTS**

An Author Overlay diagram is a visual representation of an author's contribution to a particular topic or project. In this case the figure depicts the period of the initial author's work on this topic spanning one year, from 2019 to 2023. Indriasari,n became the initial author marked in tosca green, followed by Yulianti,o marked in tosca green, and in the following year Pitriyanti,r became the author with a tosca green marker (Figure 1).



**Figure 1.** Diagram of overlay author

Moreover, Network Visualization is a method used to visually depict and analyze the relationships between entities or elements in a network. It illustrates patterns of connections, interactions, and complex structures that can provide a deep understanding of the dynamics and characteristics of the network. Figure 2 shows that there is a clear relationship pattern between various keywords in the network visualization map. Based on the picture above, the clusters obtained can be presented in Table 2.



**Figure 2.** Network visualization map of keywords

**Table 2.** Clusters and keywords therein

Cluster 1	In Management, Function, Human Resource Management, Human Resource Management, Management role, Human Resource Role, Human Resource is Wrong, Company Objective
Cluster 2	Good, Employee Performance, Position, Human Resource Appraisal, development, Human Resource Planning, Selection
Cluster 3	Quality, Setting the Number, Training, Recruitment and Selection, to the performance of Employees of PT.
Cluster 4	For the Company, Quality of Human Resources, This Research Aims, The Effect of Placement
Cluster 5	Human Resources, Employee, Appraisal

Finally, the overlay visualization diagram is a method that allows the combination and overlay of certain elements in a diagram, enhancing the understanding of the interrelationships between these elements. In the overlay diagram, it can be observed that Cluster 4 is highlighted in a prominent yellow color, displaying themes highly relevant to current issues, especially those related to recruitment. Figure 3 depicts an image of the Overlay Visualization diagram.

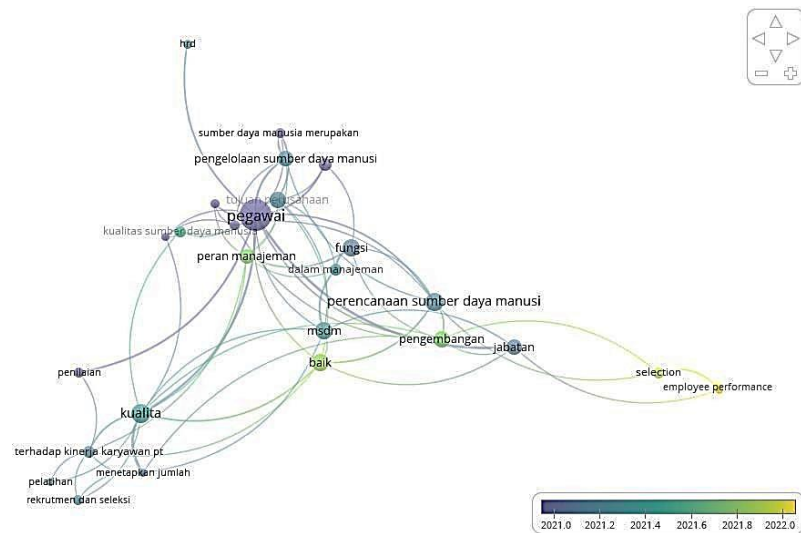


Figure 3. Network visualization map of authors

## CONCLUSION

This research was conducted with the aim of analyzing how the process of recruitment, selection, and placement of employees in the company. The results showed that recruitment, selection, and placement of employees affect employee performance in the company. A good and appropriate recruitment, selection, and placement process can improve the performance of company employees. In addition, this study also shows that selection has a significant influence on the work productivity of company employees. This research provides a comprehensive overview of the potential ineffectiveness of the employee recruitment and selection process in Indonesia, and emphasizes the importance of strengthening the role of the HR function to help the success of the organization or company. Therefore, companies need to conduct careful selection and place employees according to their level of education, experience, ability, and expertise to optimally achieve company goals.

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**Appendix**

**Appendix 1. Previous Research**

**1032**

<b>Author(s) &amp; Year</b>	<b>Number of Documents Analyzed</b>	<b>Sources</b>	<b>Findings</b>
Rani Kurniasari, Yaasmiin Prihadini, (2021)	192-200	Journal AKRAB JUARA	This study shows that recruitment has an influence on improving employee performance, meaning that the company must be correct in carrying out the recruitment process in accordance with the specified qualifications, and employee job placement has an effect on improving employee performance, both have a positive effect. significant.
Yuli Yanti, Agus Gunawan, Rijal Firdaos, (2023).	676-688	Journal Wahana Pendidikan Scientific	This research states that businesses need employees with appropriate abilities from growing and sustainable companies that require new personnel to support this growth, so the company employs more staff. Companies must make considerations when recruiting and selecting new personnel both numerically and qualitatively.
Garaika, Helisia Margahana, (2019).	133-141	Journal Actual STIE Trisna Negara	This study concludes that the core of the selection process is the extent to which the selection implementer understands what characteristics must be met by prospective applicants, in order to have good performance when they have occupied a position. If the selection ratio is higher (close to a 1 to 1 ratio) then the selection process is very loose, on the other hand, if the selection ratio gets smaller then it means that the selection is carried out strictly where the selection process is very strict.
Shinta, Purwanti, Setiawan (2023)	Vol - 3	Business Management and Entrepreneurship Journal	the number of applicants is much greater than the number of workers accepted. This research results in, the position offered and the selection statement made by the company aims to gather qualified prospective workers so that it will affect employee performance, thus recruitment has a positive and significant effect on job performance. Employees.
Munaty, Sisna, Yustinus Rawi Dandono, and Setiasih Setiasih (2022)	2528	Journal of Economics, Finance, and Management	The results of this study show that the recruitment process has a negative effect on employee performance and selection has a positive effect on employee performance, while job placement has an effect on employee performance. positive on employee performance.

*Source: Data processed (2023)*