



DIJDBM:
**Dinasti International Journal of Digital
Business Management**

E-ISSN: 2715-4203
P-ISSN: 2715-419X

<https://dinastipub.org/DIJDBM> ✉ dinasti.info@gmail.com ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijdbm.v7i5>
<https://creativecommons.org/licenses/by/4.0/>

The Effects of Recruitment, Selection, and Job Placement on Ship Crew Performance at PT Pelayaran Guntur Line

Amirudin¹, Aty Herawati²

¹Universitas Trilogi, Jakarta, Indonesia, amir.rudin2008@yahoo.com

²Universitas Trilogi, Jakarta, Indonesia, atyherawati@trilogi.ac.id

Corresponding Author: amir.rudin2008@yahoo.com¹

Abstract: This study investigates the effects of recruitment, selection, and job placement on ship crew performance at PT Pelayaran Guntur Line. The research was prompted by increases in minor incidents, safety nonconformities, and suboptimal performance evaluations between 2023 and 2025. An associative quantitative design was applied to 100 active crew members selected through convenience sampling from a population of 133. Data were collected using a five-point Likert-scale questionnaire and analyzed with partial least squares structural equation modeling in SmartPLS 4. Recruitment had a significant positive effect on performance ($\beta = 0.269$; $p = 0.009$), whereas selection had no statistically significant effect ($\beta = -0.230$; $p = 0.062$). Job placement produced the strongest positive effect ($\beta = 0.889$; $p < 0.001$). The final model explained 79.6% of the variance in crew performance. These findings indicate that candidate information obtained during recruitment and selection should be integrated into competency-based placement decisions and systematic post-assignment evaluations.

Keyword: Recruitment, Selection, Job Placement, Ship Crew Performance.

INTRODUCTION

Shipping companies operate in an environment characterized by safety risks, time pressure, diverse vessel types, and extensive coordination across occupational roles. In this setting, crew members are not merely operational workers; they determine operational reliability, navigational safety, service timeliness, and asset protection. Crew performance is reflected in the quality and quantity of completed work, timeliness, and the effective use of resources. Performance problems therefore cannot be addressed solely through supervision after a vessel has begun operating. Companies must ensure that candidate attraction, screening, and assignment decisions are aligned with actual job requirements from the outset.

Human resource management treats recruitment, selection, and job placement as an interconnected sequence. Recruitment establishes the pool of candidates available to the organization, selection assesses candidate eligibility and suitability, and placement determines whether individual capabilities are matched with job demands. Armstrong (2020) positions these activities as components of strategic people management. Breaugh (2013) likewise shows that recruitment methods, messages, and target groups can influence applicant quality and post-

hire outcomes. The quality of workforce inputs is therefore determined not only by the number of applicants but also by the accuracy of vacancy information and the organization's ability to attract relevant candidates.

Selection is intended to reduce uncertainty before an organization grants work authority. Reviews of education, experience, certification, technical capability, and behavioral readiness should help the company identify candidates who can meet position standards. Dessler (2020) describes selection as a systematic process for choosing applicants who best match job requirements. Nevertheless, effective selection does not automatically translate into stronger performance when the instruments are overly administrative, inconsistently applied, or poorly representative of actual working conditions. Barrick and Parks-Leduc (2019) emphasize that fit-based decisions must distinguish between suitability for organizational entry and the capacity to perform effectively after entry.

Job placement is the stage at which candidate information is translated into an operational assignment. Mathis and Jackson (2019) argue that placement should account for the relationship between individual capabilities and organizational requirements. This view is consistent with person-job fit theory: the closer the alignment of a person's abilities, knowledge, experience, needs, and condition with job demands, the greater the likelihood of strong performance. The meta-analysis by Kristof-Brown, Zimmerman, and Johnson (2005) demonstrates that workplace fit is associated with a range of individual outcomes. Fit is particularly important on board a vessel because deck, engine-room, shipmaster, and rating positions differ in authority, competency requirements, and risk exposure.

PT Pelayaran Guntur Line provides cargo transportation and heavy-lift services. Internal observations indicate that the recovery of business activity after the pandemic was not consistently accompanied by improved performance indicators. Safety reports and shipmasters' evaluations recorded annual increases in minor incidents, minor safety findings, and suboptimal performance assessments over three consecutive years. These records should not be interpreted solely as evidence of individual failure; rather, they indicate a need to review how the company attracts, evaluates, and assigns its crew members.

Table 1. Ship Crew Performance Problem Indicators, 2023–2025

Indicator	2023	2024	2025
Minor incidents	12	17	21
Minor safety findings	18	22	27
Shipmaster evaluations: suboptimal	15	19	23

Source: Internal data from PT Pelayaran Guntur Line (2025), processed by the author.

Table 1 shows an upward trend across all three indicators. Minor incidents increased from 12 cases in 2023 to 21 in 2025. Minor safety findings rose from 18 to 27, while suboptimal evaluations increased from 15 to 23. The consistency of these changes suggests that the problem was not confined to a single period. Procedural noncompliance, insufficient attention to detail, weak coordination, and uneven operational readiness can lead to more serious consequences if left unaddressed. The company therefore requires an explanation that not only describes the symptoms but also tests whether its early-stage crew management processes are associated with subsequent job performance.

Previous studies have not produced uniform conclusions. Kurniatin and Mukhsin (2023), Permatasari (2025), Pramestiatama and Devi (2024), and Primawisesa, Nugraha, and Ainuddin (2025) reported that recruitment was associated with employee performance. In contrast, Islami, Sari, and Mawardi (2023) and Kezia and Nurwanti (2024) found no meaningful effect. Similar inconsistency appears in research on selection. Pramestiatama and Devi (2024)

and Nurjana and Sungkono (2023) identified a significant selection effect, whereas Srihasnita et al. (2023), Surianti, Brasit, and Sultan (2023), and Kezia and Nurwanti (2024) did not.

Several studies have also highlighted the benefits of appropriate job placement, including Primawisesa et al. (2025), Srihasnita et al. (2023), and Surianti et al. (2023). However, Islami et al. (2023), Widayat, Amalinda, and Ariefiantoro (2023), Meutia, Bahri, and Widiayanti (2023), and Nurjana and Sungkono (2023) reported different findings; variation is also evident in Meutia, Noprian, and Amri (2024). These differences indicate that the influence of human resource practices depends on context, implementation quality, job characteristics, and measurement. Other studies of workforce management similarly emphasize competence, work systems, and organizational conditions as determinants of performance (Dandono et al., 2025; Hasan et al., 2023; Priatna et al., 2024; Rahmat Laan et al., 2025; Seto et al., 2023).

The research gap lies in the limited integrated examination of recruitment, selection, and job placement in shipboard work settings. Vessel operations involve hierarchical command structures, workplace isolation, rotation schedules, safety risks, and certification requirements that are not always found in land-based sectors. This study therefore addresses three questions: Does recruitment affect ship crew performance? Does selection affect ship crew performance? Does job placement affect ship crew performance? Drawing on human resource management and person-job fit theory, the study proposes a positive effect for each relationship. The findings are expected to provide an empirical basis for improving crew management policies, particularly by linking candidate data to assignment decisions and post-placement evaluations.

METHOD

This study employed a quantitative approach with an associative research design. Data were collected from April to June 2026 at PT Pelayaran Guntur Line in Jakarta. The population comprised 133 active crew members: 80 were on duty and 53 were on leave. Both groups were included because they retained active employment status and had experienced the company's recruitment, selection, and placement processes. The sample size was calculated using Slovin's formula with a 5% margin of error, resulting in 99.81 and rounded to 100 respondents. Convenience sampling was used because rotation patterns, work locations, and crew mobility constrained researcher access. This nonprobability method is appropriate when subject availability is a practical consideration (Sekaran & Bougie, 2016).

Primary data were collected using a five-point Likert-scale questionnaire ranging from strongly disagree to strongly agree. The instrument contained 13 statements: three recruitment indicators, three selection indicators, three job-placement indicators, and four performance indicators. Each item captured respondents' perceptions of processes they had experienced. Table 2 summarizes the operationalization of the variables. Recruitment covered method, information clarity, and candidate suitability (Seto et al., 2023); selection covered education, experience, and test results (Hasibuan, 2022); placement covered competency, experience, and physical and mental readiness (Wibowo, 2021); and performance covered quality, quantity, timeliness, and effectiveness (Rahmat Laan et al., 2025)

Table 2. Operationalization of Research Variables

Variable	Code	Indicator
Recruitment	REC1–REC3	Recruitment method; information clarity; candidate suitability
Selection	SEL1–SEL3	Education; work experience; selection test results
Job placement	PLC1–PLC3	Competency; experience; physical and psychological readiness
Ship crew performance	PERF1–PERF4	Quality; quantity; timeliness; effectiveness

Source: Research instrument adapted from Seto et al. (2023), Hasibuan (2022), Wibowo (2021), and Rahmat Laan et al. (2025).

The data were analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4. Measurement-model assessment required outer loadings of at least 0.70, average variance extracted (AVE) of at least 0.50, and Cronbach's alpha, rho_A, and composite reliability values of at least 0.70. Discriminant validity was examined through cross-loadings and the Fornell-Larcker criterion. The structural model was assessed using path coefficients, bootstrapping with a significance threshold of $p < 0.05$, R^2 , Q^2_{predict} , and chi-square as supporting information. The nonsignificant path was removed during model trimming to produce a more parsimonious final model. These procedures followed the PLS-SEM guidance for prediction-oriented models provided by Hair et al. (2021).

RESULTS AND DISCUSSION

Respondent Profile and Response Patterns

A total of 100 questionnaires were analyzed. Men accounted for 86% of respondents and women for 14%. The largest age group was 25–30 years (33%), followed by 31–35 years (30%). In terms of education, 51% held a three-year diploma and 40% had completed senior secondary or vocational school. The occupational composition consisted of shipmasters (14%), deck officers (29%), engine officers (24%), and ratings (33%). Regarding tenure, 51% had worked for 1–3 years, 27% for 4–6 years, and 22% for more than six years. This composition captured the perceptions of operational personnel, officers, and command-level crew members.

Responses were concentrated in the agree and strongly agree categories. For recruitment, the highest agreement (91%) concerned the process's ability to attract candidates who met company needs. For selection, both the review of educational qualifications and the use of test results received 91% agreement, although the latter also recorded the largest strongly disagree response (4%). For placement, alignment between assigned duties and physical readiness received 94% agreement. For performance, completion of the required volume of work received 94% agreement, while effective use of time had the lowest agreement level at 90%.

Table 3. Summary of Respondent Characteristics

Characteristic	Composition
Gender	Men 86%; women 14%
Age	<25: 8%; 25–30: 33%; 31–35: 30%; 36–40: 21%; >40: 8%
Education	Senior secondary/vocational 40%; diploma 51%; bachelor's or applied bachelor's 8%; master's 1%
Position	Shipmasters 14%; deck officers 29%; engine officers 24%; ratings 33%
Tenure	1–3 years 51%; 4–6 years 27%; >6 years 22%

Source: Primary data processed by the author (2026).

Table 4. Highest Agreement Pattern for Each Variable

Variable	Indicator with the Highest Agreement	Agree + Strongly Agree
Recruitment	Attracts candidates who meet company needs	91%
Selection	Reviews education and applies test results	91%
Job placement	Matches duties with physical readiness	94%
Performance	Completes the required volume of work	94%

Source: Primary data processed by the author (2026).

The high agreement levels indicate that respondents generally recognized the company's policies and practices. Descriptive assessments, however, cannot be equated directly with effects between constructs. Highly uniform responses may produce limited variance; consequently, a process may be perceived positively without explaining differences in performance. The relationships were therefore examined further through measurement- and structural-model assessments.

Measurement Model Assessment

All indicators met the criterion for convergent validity. Outer loadings ranged from 0.902 to 0.945 for recruitment, 0.871 to 0.921 for selection, 0.913 to 0.934 for job placement, and 0.892 to 0.924 for ship crew performance. The lowest value, 0.871 for SEL1, remained above the 0.70 threshold. AVE values also exceeded 0.50: 0.842 for recruitment, 0.818 for selection, 0.859 for placement, and 0.832 for performance. Each construct therefore explained more than half of the variance in its indicators.

Discriminant validity was established because every indicator loaded most strongly on its intended construct. Under the Fornell-Larcker criterion, the square roots of AVE were 0.912 for performance, 0.927 for placement, 0.918 for recruitment, and 0.904 for selection. Each diagonal value exceeded the corresponding interconstruct correlations. Although the correlation between placement and performance was high at 0.886, it remained below the square root of AVE for both constructs. The constructs were therefore related but empirically distinct.

The instrument also demonstrated adequate reliability. Cronbach's alpha ranged from 0.889 to 0.933, rho_A from 0.894 to 0.933, and composite reliability from 0.931 to 0.952. These values indicate strong internal consistency without requiring the removal of any indicator. The measurement model was therefore suitable for structural-model assessment.

Table 5. Convergent Validity and Reliability Summary

Construct	Loading	AVE	Alpha	rho_A	rho_C
Recruitment	0.902–0.945	0.842	0.907	0.914	0.941
Selection	0.871–0.921	0.818	0.889	0.894	0.931
Job placement	0.913–0.934	0.859	0.918	0.920	0.948
Ship crew performance	0.892–0.924	0.832	0.933	0.933	0.952

Source: Primary data processed by the author (2026).

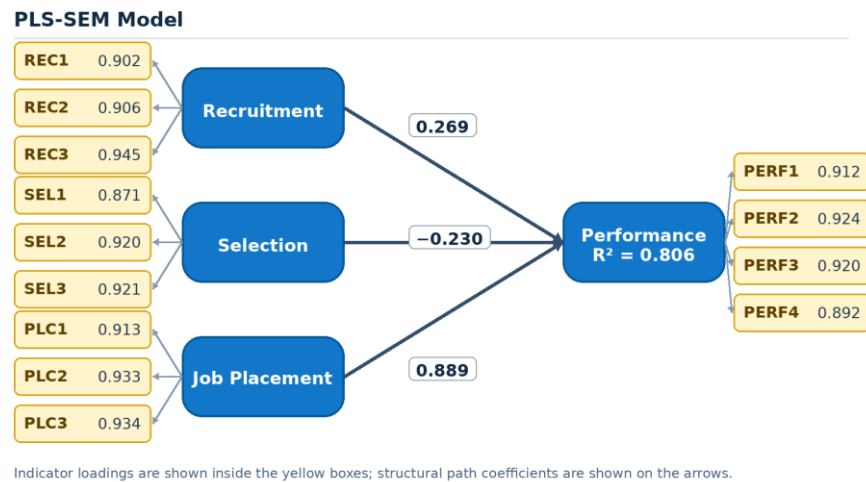
Table 6. Fornell-Larcker Criterion

Construct	Y	X3	X1	X2
Ship crew performance (Y)	0.912			
Job placement (X3)	0.886	0.927		
Recruitment (X1)	0.668	0.667	0.918	
Selection (X2)	0.705	0.794	0.848	0.904

Source: Primary data processed by the author (2026).

Structural Model Assessment

The initial model produced path coefficients of 0.269 for recruitment, –0.230 for selection, and 0.889 for job placement. Bootstrapping yielded p-values of 0.009, 0.062, and <0.001, respectively. At the 0.05 significance level, H1 and H3 were supported, whereas H2 was not supported. The negative selection coefficient should not be interpreted as evidence of an adverse effect because the relationship was not statistically significant.



Source: Primary data processed by the author (2026)

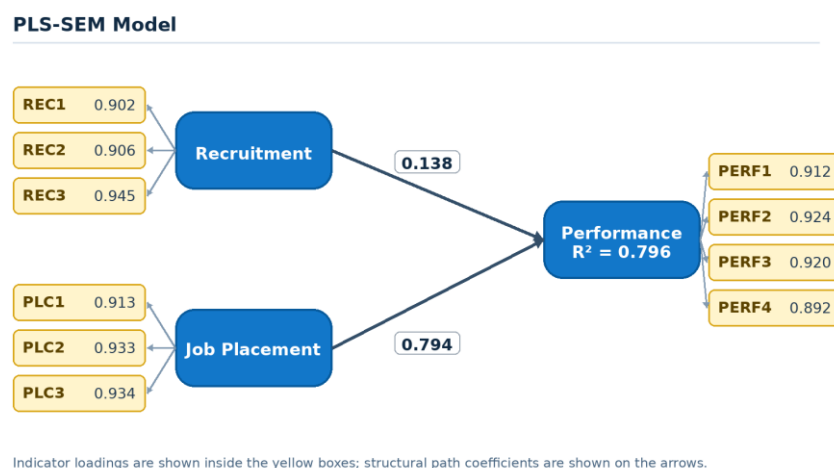
Figure 1. Initial PLS-SEM Structural Model

Table 7. Hypothesis Testing Results

Hypothesis	Relationship	Coefficient	P-Value	Decision
H1	Recruitment → Performance	0.269	0.009	Supported
H2	Selection → Performance	-0.230	0.062	Not supported
H3	Job placement → Performance	0.889	<0.001	Supported

Source: Primary data processed by the author (2026).

The nonsignificant selection path was removed during model trimming. In the final model, the recruitment coefficient was 0.138 and the job-placement coefficient was 0.794; placement remained the dominant predictor of performance. An R^2 of 0.796 and an adjusted R^2 of 0.792 indicate that recruitment and job placement jointly explained 79.6% of the variance in ship crew performance. The remaining 20.4% was associated with factors outside the model, potentially including training, discipline, motivation, leadership, safety culture, work environment, workload, and compensation.



Source: Primary data processed by the author (2026)

Figure 2. Final PLS-SEM Structural Model after Trimming

Table 8. Explanatory Power and Predictive Relevance of the Final Model

Measure	Value	Interpretation
R ²	0.796	The model explains 79.6% of performance variance
Adjusted R ²	0.792	Explanatory power remains stable after adjustment
Q ² predict PERF1	0.624	Predictive relevance established
Q ² predict PERF2	0.530	Predictive relevance established
Q ² predict PERF3	0.664	Predictive relevance established
Q ² predict PERF4	0.681	Predictive relevance established
Chi-square	182.033	Identical for the saturated and estimated models

Source: Primary data processed by the author (2026).

All Q²predict values for the performance indicators were above zero: 0.624, 0.530, 0.664, and 0.681. The model therefore had predictive relevance for work quality, quantity, timeliness, and effectiveness. The saturated and estimated models produced the same chi-square value of 182.033. In PLS-SEM, this statistic serves as supporting information, while the primary assessment rests on path significance, explanatory power, and predictive capability.

Effect of Recruitment on Ship Crew Performance

Recruitment had a significant positive effect on performance ($\beta = 0.269$; $p = 0.009$). The positive coefficient indicates that a clearer and more targeted recruitment process tended to be associated with stronger performance. Its magnitude, however, shows that recruitment was not the primary determinant once crew members began working. In the final model, the recruitment coefficient decreased to 0.138 because job placement accounted for a larger share of performance variance.

The descriptive findings help explain this relationship. Although 91% of respondents believed that recruitment attracted candidates who met company needs, 3% strongly disagreed that vacancy information was sufficiently clear. Incomplete job information can create expectation gaps regarding vessel type, responsibilities, routes, rotation schedules, certification requirements, and assignment conditions. In a shipboard context, such gaps affect not only candidate satisfaction but also practical readiness when an assignment is accepted.

This finding is consistent with Breaugh (2013), who identifies recruitment methods and messages as factors that shape candidate quality and post-hire outcomes. It also supports Kurniatin and Mukhsin (2023), Permatasari (2025), Pramestiatama and Devi (2024), and Primawisesa et al. (2025). The divergence from Islami et al. (2023) and Kezia and Nurwanti (2024) may reflect differences in job characteristics, applicant sources, and the accuracy with which requirements were communicated in each organization.

From a managerial perspective, recruitment should be treated as an initial matching stage rather than merely a means of filling vacancies. Vacancy announcements should specify the position, vessel type, competency certificates, minimum experience, sailing area, work schedule, safety responsibilities, and assignment conditions. Consistent information through official channels would improve candidate self-screening and reduce the likelihood that unsuitable applicants proceed to subsequent stages.

Effect of Selection on Ship Crew Performance

Selection produced a coefficient of -0.230 with $p = 0.062$. Because the p -value exceeded 0.05, selection was not shown to affect performance significantly. Its negative direction cannot be interpreted as harmful because the statistical evidence was insufficient. The result suggests that reviews of education, experience, and test outcomes may determine initial eligibility but

did not sufficiently differentiate performance after crew members encountered actual working conditions.

Respondents evaluated selection positively, but their response pattern was relatively homogeneous. Reviews of education and the use of test results each received 91% agreement. This limited variation may have reduced the construct's ability to explain performance differences. Moreover, the 4% strongly disagree response concerning the use of test results suggests that some crew members did not perceive those results as consistently applied. Selection procedures that vary across recruitment periods or candidates may consequently be viewed as administrative formalities.

This finding is consistent with Srihasnita et al. (2023), Surianti et al. (2023), and Kezia and Nurwanti (2024), but differs from Pramestiatama and Devi (2024), Nurjana and Sungkono (2023), and Primawisesa et al. (2025). Barrick and Parks-Leduc (2019) help explain this difference by distinguishing suitability for entry from suitability for performance. Documents, interviews, and initial tests may establish eligibility, but shipboard performance also depends on adaptation, discipline, coordination, psychological resilience, and consistent application of safety procedures.

This result does not imply that selection can be disregarded. The company should improve the content validity of its selection system so that it better represents operational situations. Document verification should be supplemented with structured technical interviews, decision-making simulations, safety case studies, teamwork assessments, communication evaluations, and reviews of psychological readiness. Each stage should be documented and assigned a clear weight so that the results can inform placement decisions.

Effect of Job Placement on Ship Crew Performance

Job placement had the strongest effect on performance ($\beta = 0.889$; $p < 0.001$). After selection was removed, its coefficient remained high at 0.794. Performance was therefore shaped primarily by the extent to which competence, experience, readiness, and job demands were aligned in an appropriate assignment. Suitable placement reduces adaptation time, clarifies responsibilities, and enables crew members to apply procedures consistently.

Respondent assessments support the structural-model result. Alignment between duties and both ability and experience received 93% agreement, while alignment with physical readiness received 94%. Shipboard placement decisions must consider more than job titles. Vessel type, cargo characteristics, machinery systems, navigational equipment, sailing area, rotation pattern, crew composition, and previous experience all form part of the fit that determines whether an individual can work effectively without increasing operational risk.

The finding reinforces person-job fit theory and the meta-analysis by Kristof-Brown et al. (2005). Appropriate placement enables knowledge and experience to be converted into effective work behavior. The result is consistent with Srihasnita et al. (2023), Surianti et al. (2023), Kezia and Nurwanti (2024), and Primawisesa et al. (2025), but differs from Islami et al. (2023), Meutia et al. (2023), and Widayat et al. (2023). These differences suggest that placement affects performance when organizations genuinely use competency information and job requirements to make assignment decisions.

The company should establish a competency matrix for each position and vessel type. The matrix could incorporate certification, experience with particular vessel types, equipment familiarity, technical-test results, safety records, health status, shipmaster evaluations, and development needs. Placement should also be reviewed after a defined period. When a mismatch is identified, the company can provide mentoring, training, duty adjustments, or planned rotation before the problem develops into a safety finding or performance decline.

Implications for Ship Crew Management

The model's explanatory power of 79.6% identifies recruitment and job placement as important control points. These processes, however, should not be managed independently. Information obtained during recruitment and selection should be incorporated into the placement database. If test results, experience, and certifications are used only to make hiring decisions, their value is lost before the most consequential stage. Integrated data would help the company assign suitable personnel and provide an objective basis for rotation and development.

The remaining 20.4% of performance variance originated from factors outside the model. Studies by Dandono et al. (2025), Hasan et al. (2023), Priatna et al. (2024), and Rahmat Laan et al. (2025) indicate that performance is also associated with management systems, motivation, competence, and the work environment. Placement improvements should therefore be accompanied by pre-assignment training, vessel familiarization, supervision, communication, leadership, and a strong safety culture. The findings do not reduce performance to two variables; instead, they identify the processes that most urgently require improvement based on the company's data.

Several limitations should be acknowledged. The sample was drawn from one company through convenience sampling, so the results cannot be generalized to all shipping companies. The study also relied on self-reported data collected during a single period, which may be affected by socially desirable responses. Future research could employ probability sampling, include multiple companies and vessel types, combine supervisor evaluations with incident records, and examine training, discipline, leadership, safety culture, workload, and compensation.

CONCLUSION

This study concludes that recruitment significantly affects ship crew performance at PT Pelayaran Guntur Line, selection does not have a statistically significant effect, and job placement exerts the strongest influence. Clear recruitment helps the company attract relevant candidates, but its contribution to performance is smaller than that of assignment fit. Selection remains necessary to establish initial eligibility, although its instruments should be more consistent and better aligned with operational demands.

Placement based on competence, experience, physical and psychological readiness, and vessel characteristics is the principal mechanism through which individual capability becomes job performance. The final model explains 79.6% of the variance in performance and demonstrates predictive relevance for all performance indicators. The company should integrate recruitment and selection data into a placement matrix, improve the clarity of vacancy information, apply structured technical and safety assessments, and evaluate assignment fit after crew members are placed.

REFERENCE

- Armstrong, M. (2020). *Armstrong's handbook of human resource management practice*. Kogan Page.
- Barrick, M. R., & Parks-Leduc, L. (2019). Selection for fit. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 171–193. <https://doi.org/10.1146/annurev-orgpsych-012218-015028>
- Breaugh, J. A. (2013). Employee recruitment. *Annual Review of Psychology*, 64, 389–416. <https://doi.org/10.1146/annurev-psych-113011-143757>
- Dandono, A., et al. (2025). The effect of human resource management systems on employee performance. *Jurnal Manajemen dan Bisnis*, 12(2), 90–105.
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). SAGE Publications.
- Hasan, M., et al. (2023). The effects of work environment and motivation on employee performance. *Jurnal Ilmu Manajemen*, 9(1), 80–92.
- Hasibuan, M. S. P. (2022). Human resource management. Bumi Aksara.
- Islami, I. C., Sari, N. A., & Mawardi. (2023). The effects of recruitment and selection on employee performance through job placement as an intervening variable. *Jurnal Ekonomi Manajemen Indonesia*, 23(1). <https://doi.org/10.53640/jemi.v23i1.1347>
- Kezia, E., & Nurwanti. (2024). The effects of recruitment, selection, and employee placement on employee performance at PT XYZ. *E-Jurnal Manajemen Trisakti School of Management*, 4(2). <https://doi.org/10.34208/ejmtsm.v4i2.2579>
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281–342.
- Kurniatin, E., & Mukhsin, M. (2023). The effects of recruitment and selection processes on organizational performance. *Jurnal Studi Ekonomi dan Riset*, 5(2). <https://doi.org/10.54783/jser.v5i2.186>
- Mathis, R. L., & Jackson, J. H. (2019). Human resource management (15th ed.). Cengage Learning.
- Meutia, S., Bahri, S., & Widiayanti, R. (2023). The effects of recruitment, selection, placement, and salary on employee performance at PT Pupuk Iskandar Muda. *Jurnal Industri Samudra*, 3(1).
- Meutia, S., Noprian, R., & Amri. (2024). The effects of recruitment, selection, placement, and salary on employee performance at PT BEPP. *Jurnal Manajemen Rekayasa dan Inovasi Bisnis*, 3(1).
- Nurjana, C., & Sungkono. (2023). The effects of recruitment strategy, selection, and employee placement on employee performance at PT Yangtze Optical Fibre Indonesia. *Cemerlang: Jurnal Manajemen dan Ekonomi Bisnis*, 3(3). <https://doi.org/10.55606/cemerlang.v3i3.1361>
- Pasaribu, S. B., Herawati, A., Utomo, K. W., & Aji, R. H. S. (2022). Research methodology for economics and business. Media Edu Pustaka.
- Permatasari, D. I. (2025). The effects of human resource planning, recruitment, selection, and placement on employee performance at PT Ejukha, Bengkulu City. *Jurnal Ekonomi Manajemen dan Bisnis*, 6(2). <https://doi.org/10.36085/jems.v6i2.8350>
- Pramestiatama, I. F., & Devi, A. O. T. (2024). The effects of recruitment, selection, and employee placement on employee performance at PT Excellence Qualities Yarn. *Jurnal Teknik Mesin, Industri, Elektro dan Informatika*, 3(3). <https://doi.org/10.55606/jtmei.v3i3.4219>
- Primawisesa, R., Nugraha, H. S., & Ainuddin, I. (2025). The effects of recruitment, selection, and placement on employee performance at the head office of PT Kereta Api Indonesia, Bandung. *Jurnal Ilmu Administrasi Bisnis*, 14(4). <https://doi.org/10.14710/jiab.2025.47314>
- Priatna, R., et al. (2024). The effects of recruitment and selection on employee performance. *Jurnal Ekonomi dan Manajemen*, 11(1), 120–140.
- Rahmat Laan, A., et al. (2025). Competency- and work-environment-based analysis of employee performance. *Jurnal SDM Indonesia*, 13(1), 1–15.
- Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill-building approach (7th ed.). John Wiley & Sons.
- Seto, A., et al. (2023). Recruitment strategies and their impact on employee performance. *Jurnal Manajemen SDM*, 8(2), 70–85.

- Srihasnita, R., Caniago, R., Hirma, D., & Aulia, A. (2023). The effects of recruitment, selection, and job placement on employee performance at PT PLN (Persero) Teluk Sirih. *Jurnal Penelitian dan Pengkajian Ilmiah Sosial Budaya*, 2(2). <https://doi.org/10.47233/jppisb.v2i1.719>
- Surianti, S., Brasit, N., & Sultan, S. (2023). The effects of recruitment, selection, and placement on employee performance at the Bantaeng Regency Human Resources Development and Personnel Agency. *Jurnal Pusaran Manajemen*, 2(1).
- Wibowo. (2021). *Performance management*. Rajawali Pers.
- Widayat, G. M., Amalinda, W. R., & Ariefiantoro, T. (2023). The effects of recruitment, selection, and employee placement on employee performance at the Semarang Main Branch of PT Pos Indonesia. *Inisiatif: Jurnal Ekonomi, Akuntansi dan Manajemen*, 2(2). <https://doi.org/10.30640/inisiatif.v2i2.709>.