

The Influence of Effective Job Analysis Methods for Determining Recruitment and Selection Criteria for Employees

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Abstract:

Work is a component in an organization. Jobs should be designed to facilitate the achievement of organizational goals. The duties and responsibilities of each job determine the knowledge, skills, and abilities of those involved in the job to achieve goals, as reflected in the tasks performed. Therefore, job analysis is very important to determine the human resource needs of a company. Job analysis is needed so that managers know whether the performance of their human resources is in accordance with work procedures or not, and to know the elements that inhibit and encourage the progress of a job. Information is needed in order to understand the job and its requirements through job analysis. Apart from that, job analysis also has several specific objectives and also steps in carrying out job analysis. Job analysis has various types, namely traditional job analysis and also results-oriented job analysis and job classification. This journal is descriptive analysis. This method solves problems by describing and analyzing them, then finding solutions to the problem based on the results of the literature review. A variety of methods are used to collect information for job analysis, including interviews, questionnaires, observations, diaries, and a combination of methods. Interviews involve direct conversations with employees or potential candidates, observation means observing an individual performing their job duties, questionnaires require individuals to provide data about their work in their own words, and diaries involve employees describing their daily work activities in a log. . Combining methods is often more accurate in job analysis, because different techniques can provide a comprehensive picture of the job.

Keywords: Job Analysis; Job Analysis Methods; Recruitment; Selection.

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INTRODUCTION

Work is a component in an organization. Company management needs to understand what the job requires and decide whether they need to hire someone with specific qualifications for the job [1]. For this reason, management must conduct a job analysis before determining selection procedures, or other necessary criteria [2]. As a first step in human resource management activities, job analysis is closely related to employee safety and health issues as well as procurement, training and development activities. It is further stated that tasks in an organization must be analyzed first so that they can be carried out effectively and efficiently to achieve organizational goals [3].

Job analysis is a unique method that is based on results supported by data. When conducting job analysis appropriately, it can provide sufficient information to develop resources that

management can access and use to design performance evaluations that focus on talent development [4]. Quoting a journal from Marhaeni and Wirawan defines job analysis as research to collect information about work to be used in organizational management activities [5] [6]. According to [7] job analysis is a procedure used to determine the duties of a position in a company and the characteristics of the people employed to carry out these duties. Almost every action related to personnel requires knowledge of what a job requires and the human characteristics a person needs to do the job well.

According to Etikawati & Udjang, human resource management must pay attention to several things, including recruitment and selection [8]. Recruitment is a process of obtaining a number of qualified human resources to occupy a position or job in a company. Recruitment carried out according to procedures will result in good decisions, where employees selected to work in a company are able to adapt and carry out the tasks that are their obligations. While selection is the process of screening applicants to determine who best meets the classification of existing job vacancies [9]. Employee selection functions to obtain the right workforce to carry out the work assigned to a particular position.

The information gathered through job analysis plays a very important role for the human resources department. This is because job analysis provides minimal data for carrying out HR activities. Job analysis helps create human resource procedures and documents, such as job descriptions that emphasize job responsibilities and relationships, job descriptions that emphasize skills and education, and job evaluations to determine the relative value of a job in terms of salary and wages [10].

The availability of quality human resources depends on the recruitment process, the better the processes and systems used in the recruitment process. The main activities in human resource selection practices are recruitment and selection [11]. The employee recruitment and selection process plays an important role in the survival of a company. Competitive industry, companies need to recruit and select talented employees. The quality of human resources among employees depends on the quality of the general conditions of the company. A well-developed recruitment system allows companies to recruit high-quality human resources, whereas if the recruitment system is poorly developed, the company will suffer losses due to the resources obtained by the company not being as expected [12].

There is a personnel department, which carries out functions by combining recruitment and selection into one thing which is usually called the employment function [13]. Every organization certainly has different problems during the selection process, but the problems that often arise are usually caused by a lack of selection standardization, a lack of measuring tools, selection bias, diversity and so on. Each organization will create a strategy to overcome common problems that often arise during the selection process, therefore employee selection carried out by an organization can run effectively and objectively.

METHOD

This journal is descriptive analysis. This method solves problems by describing and analyzing them, then finding solutions to the problem based on the results of the literature review. Apart from that, there are several author's points of view which are used as explanations to find solutions to problems regarding the influence of effective job analysis methods. Literature study is another term for literature review, literature review, theoretical study, theoretical basis, literature review and theoretical review. According to Bungin, the literature method is one of the data collection methods



used in social research methodology to explore historical data [14]. Meanwhile Sugiono, states that literature is a record of past events in the form of writing, drawings or monumental works by someone [15].

RESULTS AND DISCUSSION

Job analysis is composed of two words, namely analysis and work. Analysis is a thinking activity to describe the core of a problem into parts, components, or elements, as well as their possible functional relationships. Meanwhile, work is a collection of tasks and responsibilities that workers have within a certain period of time. Thus, job analysis can be said to be an activity to examine, learn, understand, collect, record and analyze the scope of a job systematically and systemically [16].

Job analysis is needed to collect information to prepare job descriptions, job specifications and job evaluations. Job analysis is related to various functions of human resource management, because it can produce job or job descriptions that contain a description of the contents of a position, both regarding tasks or work, performance standards and job value. as well as the requirements of job holders (job specifications) which can be used as a basis for carrying out work within the scope of employee recruitment and selection.

1. Purpose of Job Analysis

It is important to carry out a job analysis before hiring workers. There are several benefits of conducting a job analysis which is also the purpose of carrying out a job analysis. There are several objectives of job analysis, namely, obtaining workers in the right positions, providing satisfaction to workers, creating a conducive working climate and conditions [16].

Job analysis is also used for various purposes, both in the public sector and the private sector. The following are the objectives of job analysis, (1) Job Description, contains job identification information, job history, job obligations, and responsibilities, job specifications or information about job standards, (2) Job Classification, arrangement of jobs into classes, groups, or types based on a certain systematic plan. Traditional systematic planning is usually based on the lineage of an authorized organization, the content of tasks or jobs is based on technology, and the tasks or jobs are based on human behavior, (3) Job Evaluation, procedures for classifying jobs based on their respective uses within the organization and in the relevant external labor market, (4) Job Design Instructing, containing efforts to allocate and structure work activities into various groups, (5) Personal Recruitment or Specifications, in the form of preparing certain requirements or specifications for a job, such as knowledge, skills, dexterity, traits and characteristics needed for the successful implementation of a job, (6) Performance Appraisal, influencing workers through administrative decisions, such as promotions, layoffs) , transfers, salary increases, providing information to workers about abilities and deficiencies related to their respective jobs, (7) Worker Training, for research purposes, (8) Worker Mobility, entry dynamics the exit of a person in certain positions, jobs and occupations, (9) Efficiency, includes the combination of optimal work processes and safety design of equipment and other physical facilities with specific reference to work activities, including procedures work, work structure and work standards, (10) Safety, leads to the identification and elimination of unsafe work behaviors, environmental conditions, (11) Human Research Planning, includes anticipatory and reactive activities through an organization to ensure the organization has and will continue to have the number and type of people at the right place, the right time, etc., (12) Legal or Quasi Legal Recruitment, other rules and regulations relating to the organization [17].



According to Veitzal Rivai the objectives of Job Analysis are as follows [18]: (1) Evaluate the role of the environment on individual work, how job analysis can provide information about the environment that can influence employee work in a job, (2) review possible requirements. outdated jobs, rejuvenation of applicable regulations to support the achievement of company targets, (3) Create regulations that can benefit all parties, everyone basically has the right to get a job and decent compensation, (4) Design future HR needs, through job analysis can obtain an overview of current HR capabilities and anticipate trends in future changes, (5) Adjust the number of applicants and available jobs, review the number of incoming applications with available vacancies, so that there is no gap between needs and available applications, (6) Design education and training for new employees and experienced employees, for new employees education and training can provide knowledge that can be applied to the world of work, while for experienced employees it can improve their ability to carry out work now and in the future, (7) Design an Employee Potential Development Plan, so that employee potential is utilized optimally, (8) Determine realistic performance/achievement, set performance standards as a benchmark in assessing work performance, (9) Place employees according to their interests, place employees who according to their interests will increase their work ethic and motivation so that the work can be enjoyed, (10) Employee placement must be in accordance with their skills, placement of employees according to their skills will increase work enthusiasm, so they can contribute to the company, (11) Provide reasonable compensation, formulate compensation awards.

2. *Benefits of Job Analysis*

Benefits of job analysis according to Hanggraeni: (1) Provide an overview of challenges that arise from the environment and can affect employee work, (2) Eliminate job requirements that are not actually needed because they are based on discriminatory ideas, (3) Find out the factors work factors that improve or hinder the quality of employee work, (4) Planning for future work, (5) Matching applications received with available job vacancies, (6) Helping to establish human resource management policies and programs that: Planning, training, career development, etc. to determine whether employees have adequate skill specifications to carry out tasks or whether training is needed because there is still a gap between job requirements and the skills possessed by employees, (7) Set realistic performance standards, (8) Criteria that must be met for determine whether a job has been successfully completed so that actual work results can be compared with predetermined standards, (9) Responsible for allocating personnel according to the knowledge, abilities and experience required, (10) Clarify the relationship between superiors and subordinates, (11) Facilitating redesign, especially during mergers, acquisitions and downsizing, (12) Estimating the appropriate amount of compensation for each position according to the workload, working conditions, duties and job specifications required by the position [19].

The benefits of job analysis include: 1. Can classify jobs. 2. To determine what training is needed. 3. To determine wages/salaries. 4. Establish work relationships to make it easier to outline promotion policies. 5. Transfer and assignment. 6. Get facts about jobs that are at risk. 7. Job assessment. 8. Determine the tools needed. 9. Planning employee recruitment [20].

3. *Job Analysis Methods*

Job analysis data is obtained through the job analysis method. Basically, what is meant by Job Analysis is a process for identifying and determining in detail the duties and requirements of a



particular job as well as the interests related to the duties of a particular position or job. To obtain job analysis information can be done in various ways.

Common methods used to collect information are interviews, questionnaires, observations, diaries, and a combination of methods [21]. An interview in general is a conversation between two or more people conducted by an interviewer and a source. The definition of an interview can also be interpreted as a form of oral communication carried out in a structured manner by two or more people, either directly or remotely [22]. According to Moleong, an interview is a conversation with a specific purpose, where the researcher and respondent meet directly (face to face) to obtain information orally to explain the research problem.

The observation method is used to collect information by observing individuals doing work and recording them to describe the tasks and obligations they carry out. Observations are very appropriate for repetitive types of work, allowing analysis to be carried out close to the work atmosphere in the field, although analysis should not be carried out continuously [23]. According to Arikunto, a questionnaire is a written statement used to obtain information from respondents in the form of reports about themselves or things they know [24]. Sugiyono states that a questionnaire is a data collection technique by giving respondents a set of questions or written statements to answer. With a questionnaire, respondents are asked to provide data regarding their position in their own words [15].

The main advantage of the questionnaire method is that information on a number of jobs can be collected cheaply and in a relatively short time, even though it takes a long time to test the questionnaire (Neyfa, 2016). Typically, analysts do not use one job analysis method exclusively. A combination of methods is often more appropriate. In analyzing clerical and administrative jobs, the analysis may use questionnaires supported by interviews and limited observations. In studying production jobs, interviews supplemented by extensive work observations can provide the necessary data. Basically, analysis must use a combination of several techniques to produce accurate job descriptions or specifications. Important details about the job and position in question should be included in the job analysis. One of the main objectives of job analysis is to support the employee recruitment and selection process. Companies can identify specific workforce needs if they know the duties, responsibilities and requirements related to each position. In this way, they can create appropriate job profiles and selection criteria so that the recruitment and selection process runs more effectively and obtains prospective employees who suit their needs.

4. Employee Recruitment and Selection

Every organization definitely wants quality and productive human resources in the organization. To get it is certainly not easy, proper recruitment, selection and placement must be carried out so that the organization gets productive human resources [25]. The recruitment system must be preceded by a job analysis to obtain information about job descriptions and position descriptions so that the type and number of human resources required are in accordance with the needs and qualifications desired by the organization.

The recruitment process must be carried out clearly, firmly and transparently. So it can be said that activities that start with a proper job analysis will have an impact on the success of the subsequent process. As stated by Backstrom and Bjorklund, job analysis makes the recruitment process more transparent [26]. In connection with the job analysis carried out, HR planning in the company relating to the supply of labor can also be planned systematically. Recruitment involves strategic and practical steps taken by an organization to reach prospective employees who are



qualified and in accordance with specified job requirements. The aim is to obtain a pool or list of prospective employees who can be selected to fill certain positions in the organization [27]. Zainal et al mention several advantages for companies that implement HR planning, as follows; 1.) Strategic integration between demand and the number of existing staff, 2.) Effective use of available human resources. 3.) Human resource competition and future company targets in an effective manner. 4.) Economical savings in recruiting new employees. 5.) Expand HR information in accordance with HR activities and other organizational units. 6.) Large amounts of demand in the local labor market will be met. 7.) Coordination of HR programs and available needs [28].

Henry Simamora said that the employee recruitment process follows a systematic flow consisting of several stages [29]. The first stage is developing a recruitment strategy, where the human resources department is responsible for determining job qualifications, recruitment methods, as well as recruitment times and locations. After the recruitment strategy has been prepared, the next stage is searching for job applicants through various existing recruitment sources. The number of applicants is influenced by the institution's efforts to inform about vacancies, including good cooperation with external sources such as educational institutions. After the application is received, screening is carried out to weed out applicants who do not meet the specified requirements. The final stage in the recruitment process is the collection of applicants who match the criteria set by management, thereby forming a group of applicants who are worthy of the required position.

Employee selection is a way to obtain human resources that will help the company's development. Selection is the activity of selecting and determining applicants who will be accepted or rejected as company employees [30]. The selection process must be carried out honestly, objectively and carefully in order to obtain workers who truly meet the qualifications and will be placed in the right part of the company. The selection process can vary depending on the company's conditions, both in terms of finances and employee needs. Employee selection steps start from selection of application letters, filling out application forms, reference checks, preliminary interviews, acceptance tests, psychological tests, medical tests, final interviews with direct superiors, and ending with a decision to accept or reject. After employees pass the selection process, the next step is employee placement [30] [31].

A good selection process will find prospective workers who meet the criteria to fill the required positions, so that employees will feel satisfied with the position they hold because it suits their abilities. It is hoped that proper employee placement can increase work morale and provide good results for the company. Therefore, the selection process must be carried out correctly and precisely in order to get employees who suit the company's needs [32].

The selection process carried out by the company takes a lot of time and costs a lot. Although many companies do not want to be burdened with a long selection process, if this process is carried out correctly, honestly, carefully and objectively, companies can save costs and get quality workers [33]. The selection stages include examining the application letter, filling out the application form, preliminary interview, psychological test or other test, in-depth interview, medical test, and placement.

5. The Influence of Job Analysis on Recruitment Determinations

In accordance with the discussion above, the job analysis process is very important to provide direction for company management in organizing and managing its human resources. Apart from managing human resources, job analysis can help to find out the required job specifications. Next, management can design strategic activities in an effort to obtain human resources that suit the needs

of the job. In the initial stage, there are the right recruitment activities or processes to achieve the right targets. The recruitment process must be carried out clearly, firmly and transparently. So it can be said that activities that start with a proper job analysis will have an impact on the success of the subsequent process. Meanwhile, Recruitment plans address workforce shortages or redundancies as business plans fluctuate dynamically; however, recruitment activities are influenced by seasonal trends [34].

As stated by Backstrom and Bjorklund, job analysis makes the recruitment process more transparent [26]. Yildiz and Özer, in their research also stated that by developing and preparing job descriptions of office personnel working at container ports, the aim is to produce a sample source for the recruitment process that HR managers or port specialists can benefit from [35]. Meanwhile, Ashraf's research concluded that the public sector recruitment process was found to be flawed due to poor job analysis. They do not create proper job descriptions and employee duties do not match the given job descriptions, which ultimately affects the performance of public sector organizations in Pakistan. The results of previous research show that job analysis has a significant influence on recruitment methods.

6. The Influence of HR Planning on Recruitment Methods

In contrast to job analysis, where activities focus on planning or designing a job, HR planning directs management to determine the right people who will carry out the job. Apart from that, management also needs to consider the availability of human resources in the company, so that work activities can be ensured to continue well. The number of human resources who leave, whether due to retirement or leaving work for various reasons, the number of human resources who stay, and the number of human resources who enter must be calculated correctly so that work productivity remains stable.

In their research, C-T Sua and T-M Yang stated that recruitment plans for high-tech companies are based on HR plans. In HR planning, companies need to set goals, both short and long term [34]. This is necessary to determine whether the number of applicants or the number of new employees can meet the stated organizational or company goals [36]. In their writing, Momin and Mishra explain that recruitment and selection are the main components in Human Resources strategic planning to achieve accurate, successful implementation of the plan [37]. A strong recruitment process in the organization will benefit effective socialization practices and can increase individual commitment to the company [38].

Recruitment methods from internal and external sources both have strengths that can complement each other. Recruitment from external sources nowadays is mostly done through social media, advertisements on the internet, and also through newspapers, rather than done manually by putting up flyers or posters in public places. Weerakoon in his research on sports companies explains that recruiting employees from universities is a method with many benefits, because universities are the best source for finding young professionals [39]. For strategic positions, internal sources provide more benefits, especially for product knowledge and cost efficiency. From this description it can be concluded that effective HR planning influences the methods used to recruit people according to job needs.



CONCLUSION

Job analysis is an important process in determining the tasks, duties, and responsibilities of a job, as well as the knowledge, skills, and abilities required to perform the job in an organization. Job analysis is important for gathering information to create job descriptions, job specifications, and job evaluations. This is related to various human resource management functions because it can produce job descriptions that provide a comprehensive picture of a job, including duties, performance standards, job values, and job specifications, which can be used as a basis for recruitment and selection.

The objectives of job analysis include obtaining the right workforce for a position, providing satisfaction to employees, and creating a conducive work environment. Job analysis is used for various purposes in both the public and private sectors, such as job description, job classification, job evaluation, job design settings, personal recruitment specifications, performance appraisal, employee training, employee mobility, and efficiency.

A variety of methods are used to collect information for job analysis, including interviews, questionnaires, observations, diaries, and a combination of methods. Interviews involve direct conversations with employees or potential candidates, observation means observing an individual performing their job duties, questionnaires require individuals to provide data about their work in their own words, and diaries involve employees describing their daily work activities in a log. . Combining methods is often more accurate in job analysis, because different techniques can provide a comprehensive picture of the job.

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