Assessment of the Recruitment and Selection Process: A Bibliometric Analysis of 20 Years

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Abstract

A b s t r a c t

The study conducts a bibliometric analysis of global research on the recruitment and selection process published between 2005 and 2025 (till 15.09.2025). To explore the field's evolution, 484 articles from Web of Science Core Collection have been analysed. Performance analysis reveals yearly growth of 4.27% in publications and 43.05% in citations during the corresponding period. The most productive year was 2023 in terms of the number of publications (42), whereas 2024 was the most productive year in terms of the number of citations (1750). The most influential author is Rivera, L.A., with 3 publications and 935 citations, while Northwestern University is the most cited institution, with 5 publications and 939 citations. Among countries, the United States is the most influential, with 204 publications and 7043 citations. Rivera's (2012) study on cultural matching in hiring was the most cited, with 825 citations and 63.46 per year. In Science mapping, the foundational research clusters identified through co-citation analysis were labor market discrimination, personnel selection models, applicant perceptions, and HRM practices; whereas the prominent key thematic streams identified through Bibliographic Coupling are social networks, diversity and bias, recruitment strategies, strategic HRM, organisational fit, and emotional factors in hiring. The analysis reveals that while traditional aspects like selection criteria remain important, newer dimensions like emotional dynamics and technology, especially the role of AI in recruitment, are gaining prominence.

Keywords: *hiring process, bibliometric, HRM, performance, AI.*

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1. Introduction:

Recruitment and selection are two closely linked human resource processes that play a vital role in shaping organisational success (Lawal Aliyu, 2021). Given the long-lasting impact of hiring decisions on organisational performance, evaluating recruitment and selection has become an important research area (World Economic Forum, 2025). Recruitment is the process of attracting people to become potential candidates across an organization's departments. It includes reaching out to current or future prospective candidates, inviting them to apply, and encouraging them to join the organisation in different roles (Kamran et al., 2015). Hence, Recruitment and job search activities connect employers and job seekers, thereby increasing the chances of a good match by enabling both sides to learn about each other beforehand (Murti, 2018). Selection is the stage after recruitment, where organisations choose the most suitable candidate(s) using defined methods and criteria in accordance with the prescribed qualification(s) and organisational culture (Kamran et al., 2015).

Recruitment is generally considered a positive activity. The goal of recruitment is to attract and build a large pool of applicants by developing interest in the recruiting organisation, thereby casting a wide net for potential candidates. In contrast, selection is considered a negative process because its primary function is to systematically eliminate unsuitable candidates, narrowing the applicant pool until the best fit is found (Lawal Aliyu, 2021). Though the ultimate hiring decisions are made by management, the organisation's human resources department is the face of the recruitment and selection process, as it is responsible for making hiring decisions by exercising discretion (Alteri, 2025). These decisions affect who is allowed to apply, who advances through the selection process, and who is ultimately hired. An optimal recruitment and selection process is always envisaged for overall organisational success, as hiring decisions are often long-term. The assessment of the recruitment and selection processes in organisations is, therefore, a very critical and essential organisational function (Salman et al., 2024).

Although multiple studies are available on various facets of the recruitment and selection process and on the performance analysis or assessment thereof, a bibliometric analysis in this field was required to assess current research progress and future research directions. In the database of 'Web of Science,' no such bibliometric study has been found to be published, as confirmed from the search results ascertained using the final search string. Out of 1641 literature initially extracted using the final search string on 'Web of Science Core Collection', no literature was found to be a bibliometric study. Even after applying the final search string to all databases, which subsequently yielded 4001 documents, no study was identified as a bibliometric study. Hence, for exploring the field's evolution, conducting this bibliometric research was considered appropriate.

2. Research Objectives

The study is, to the author's knowledge, a novel research work towards answering these research questions: -

RQ1: What is the progression of research in the area of assessment of the recruitment and selection process?

RQ2: Which are the most influential authors, articles, journals, institutions, and countries that have contributed to the field of assessment of the recruitment and selection process?

RQ3: What are the possible thematic clusters and most cited documents within each cluster in the field of assessment of the recruitment and selection process?

3. Research Methodology

For finding out answers to the above-mentioned research questions, a bibliometric analysis was conducted on relevant literature extracted from the 'Web of Science' database. The 'Web of Science' is one of the top scholarly databases across disciplines. The platform was launched in 1997 and was renamed the 'Web of Science Core Collection' in 2014. Initially, it integrated the SCIE, SSCI, and A&HCI indexes, with its coverage expanding progressively over time (Liu, 2019; Rousseau et al., 2018). Considering the interdisciplinary nature of the subject area

(research studies on recruitment and selection have been conducted in other subject areas like Nursing, Healthcare, Industrial Relations, Labor, etc., apart from the traditional subject areas of Management and Organizational Studies), the Web of Science Platform was considered the most appropriate database for the search of literature.

The development of search string commenced on 8th September, 2025 and ended on 15th September, 2025. Multiple changes to the search string were made to maximize relevance in search results. For instance, instead of (recruitment AND selection), the string of (recruitment NEAR/10 selection) was used to include only those search results where the words 'recruitment' and 'selection' are in closed proximity of 10 words. The 10-word criterion was chosen because it has been observed that the words 'recruitment' and 'selection' are sometimes placed in two separate but consecutive sentences instead of a single sentence. Similarly, instead of using (hiring AND process), the search string (hiring NEAR/5 process) was used to include the phrases like 'the process of hiring', 'hiring process', 'process involved in the hiring' etc., while excluding the studies where the words 'hiring' and 'process' were used distantly, and have no relation with one another.

The final search string was ((recruitment NEAR/10 selection) OR (hiring NEAR/5 Process)) AND (perform* OR effective* OR evaluati* OR analysis OR effic* OR cost*). The search was made in 'Topic', which includes searches on 'Title', 'Abstract', 'Keyword Plus' and 'author keywords' on all available literatures of Web of Science. To ensure the quality of search results, the search string was used in 'Web of Science Core Collection' only instead of 'all databases' of Web of Science. Unlike other databases, the Web of Science Core Collection selects journals using strict quality criteria. It covers top global journals in many fields, including open access, and most key cited papers. This keeps citation numbers steady over years for better performance checks (Clarivate Analytics, 2019).

The 'Web of Science Core Collection' only includes literatures published in or after 2005. Since the period of 2005-2025 is considerably good period of almost 20 years, all the available literatures from 2005-2025 have been included considering it the literature of recent period. No filtration on subject-area was applied due to the topic being inter-disciplinary and as the content screening was done at the later stage before the performance analysis and science mapping. As far as document type is concerned, only Articles and Review Articles were taken and rest of the publications like Book Chapters, Conference Proceedings etc. were excluded. This is because articles are published in journals only after thorough screening on quality checks and are generally considered as quality publications. For language screening, only the publications published in 'English' language were considered due to the global acceptability of the language. Finally, the content screening was done based on title and abstract on 1597 articles to ascertain whether the literature is relevant to the scope of the current study. After thorough content screening based on title and abstract, 484 papers relevant to the current study were included in the current Bibliometric Analysis. The details on document search and inclusion criteria are enumerated in Table 1.

Table 1

Document search and inclusion criteria

DOCUMENT SEARCH AND INCLUSION CRITERIA		
SEARCH CRITERIA AND ARTICLE SELECTION		
CRITERIA OF FILTERATION	EXCLUDE	INCLUDE
CRITERIA OF SEARCH		
SEARCH DATE: 15 September 2025		
DATABASE: Web of Science		
SEARCH TERM: (recruitment NEAR/10 selection) OR (hiring NEAR/5 Process) AND (perform* OR effective* OR evaluati* OR analysis OR effic* OR cost*) (Topic)		1641
Period of Publications: 2005-2025	0	1641
SUBJECT AREA: No filter applied	0	1641

DOCUMENT TYPE: Article, Review Article	17	1624
LANGUAGE SCREENING: include documents published in English only	27	1597
FINAL SEARCH TERM: (recruitment NEAR/10 selection) OR (hiring NEAR/5 Process) AND (perform* OR effective* OR evaluati* OR analysis OR effic* OR cost*) (Topic) and Article or Review Article (Document Types) and English (Languages)		
ARTICLE SELECTION		
Content Screening: "Include articles if Titles, abstracts, and Keywords" indicate relevance to scope of the study (i.e., assessment of recruitment and selection process for manpower or employee hiring)	1113	484

4. Analysis and Results

4.1 Performance Analysis

Performance analysis is a fundamental descriptive technique in bibliometrics. It involves assessing the contributions of key players in a research field (Donthu et al., 2021). Through the performance analysis of relevant literature in the field, the authors attempt to answer the following questions:

RQ1: What is the progression of research in the field of assessment of the recruitment and selection process?

To ascertain the research progression in the field of assessment of recruitment and selection process, the data relating to year-wise total publications (TP) as well as number of citations (TC) received in respective years have been extracted from Web of Science and the same is summarized in Table 2 below:

Table 2

Research Progression in the field of recruitment process assessment.

Year	TP	TC
2005	13	1
2006	8	15
2007	16	38
2008	13	108
2009	16	152
2010	10	194
2011	11	248
2012	13	232
2013	16	349
2014	20	379
2015	22	430
2016	29	553
2017	24	679
2018	26	740
2019	31	1062
2020	37	1191
2021	31	1378
2022	38	1528
2023	42	1502
2024	38	1750
2025	30	1288
Total	484	13817
Annual Growth Rate	4.27%	43.05%

Source:Author's analysis in MS-Excel using the data extracted from Web of Science

Figure 1

Publication and Citation Trends (2005-2025)
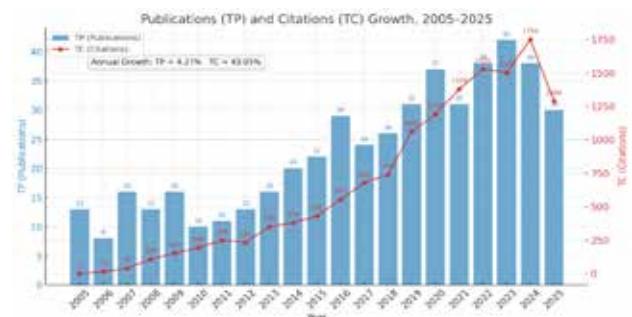
*Source: Author's analysis in MS-excel using data extracted from Web of Science*

* The figures for the year 2025 are for the period upto 15.09.2025

From Table 2 and Figure 1, it can be observed that while the number of publications grew gradually, with occasional ups and downs over the years, the citation numbers grew faster. The annual growth rates in the number of publications and citations were 4.27% and 43.05%, respectively. With 42 publications, 2023 was the most productive year, whereas with 1750 citations, 2024 was the year with the most citations.

Out of 484 papers, the major WoS Subject Categories are: Management (147 papers), Psychology Applied (65 papers), Business (57 papers), Economics (40 papers), and Industrial Relations Labor (37 Papers). The treemap of 11 major subject category contributors, as ascertained from WoS, is shown in Figure 2.

Figure 2

Major subject category contributors
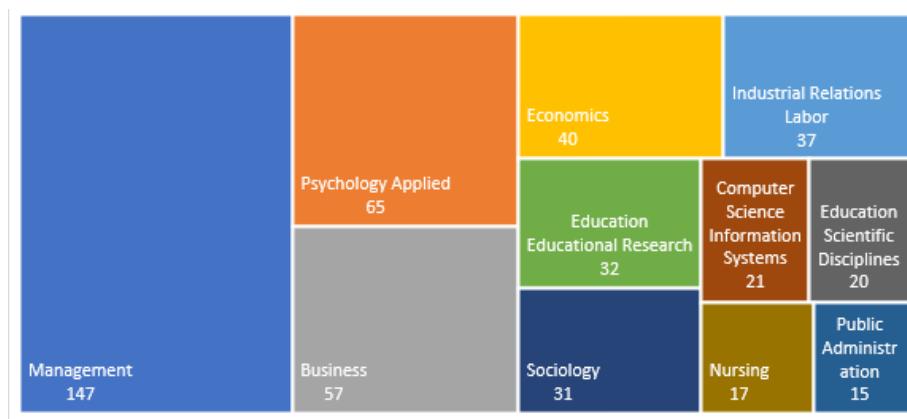
Source: Authors' analysis in MS-excel using the data extracted from Web of Science

RQ2: Which are the most influential authors, articles, journals, institutions, and countries that have contributed to the field of assessment of the recruitment process?

Table 3 presents the 10 most prolific authors, institutions, and countries in the assessment of the recruitment process. With 935 citations and 3 publications, Rivera, LA is the most impactful author. Among institutions, Northwestern University is the topmost contributor with 939 citations and 5 publications. Similarly, the United States of America (USA) is the most prolific country, with 7043 citations across 204 papers. Figure 3 provides the pictorial overview of the top 10 productive countries in terms of publications. While countries like Italy and India are among the top 10 most productive countries in terms of publication numbers, holding the 9th and 10th positions, respectively, they are not among the top 10 in terms of citations. In contrast, Ireland, with only 3 publications, has 514 citations and ranks 7th in terms of citations, making it one of the most impactful countries in publishing literature on recruitment process assessment.

Table 3

Top Authors, Institutions, and Countries in the field of Assessment of Recruitment and Selection

TC	Author	TP	TC	Institution	TP	TC	Country	TP
935	Rivera, LA	3	939	Northwestern University, USA	5	7043	USA	204
705	Carroll, SA	1	716	University of Calgary, Canada	3	1497	Canada	28
705	Chapman, DS	1	526	University of Pennsylvania, USA	7	1451	England	52
705	Jjones, David	1	514	University of Limerick, Ireland	3	960	Netherlands	24
705	Piasentin, KA	1	510	University of Sheffield, UK	5	823	Australia	34

457	Edwards, Jeffrey R.	1	465	University of North Carolina, USA	3	744	Scotland	10
433	Ployhart, Robert E.	3	422	Strathclyde Business School, Scotland	1	619	Germany	25
422	Collings, David G.	1	421	Radboud University, Netherlands	5	514	Ireland	3
422	Morley, Michael J.	1	362	Massachusetts Institute of Technology, USA	4	332	Spain	17
422	Scullion, Hugh	1	330	University of South Carolina	2	317	PRC	22

Source: Author's analysis in VOS viewer using data extracted from Web of Science

*TP=Total Publications, TC=Total Citations

Figure 3

10 Major contributing countries in terms of total number of publications during 2005-2025
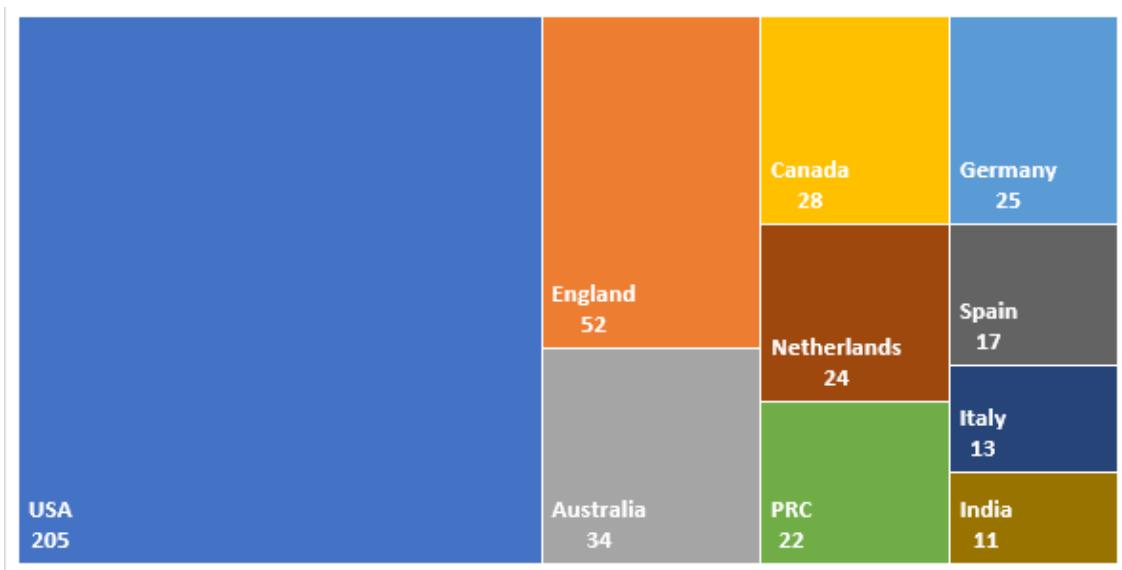
Source: Author's analysis in MS Excel using data extracted from 'Web of Science.'

Table 4 presents the most-cited and most-productive journals and their respective H-Index, Quartile, SJR (Scimago Journal Rank), and ABDC (Australian Business Deans Council) Ranking. "*Journal of Applied Psychology*" and "*American Sociological Review*" are the top two most-cited journals, with 961 and 825 citations, respectively. All 10 journals are in the Q1 SJR Quartile, and 7 of 10 have an ABDC A* ranking, while 2 have an ABDC A Ranking. Only one Journal at Sl. No. 10 has no ABDC Ranking.

Table 4:

Top Journals based on citations.

Journals	TP	TC	H- Index	Quartile	SJR	ABDC Ranking	2005-2012	2013-2020	2021-2025
Journal of Applied Psychology	5	961	353	Q1	6.803	A*	2	2	1
American Sociological Review	1	825	240	Q1	4.203	A*	1	0	0
International Journal of Human Resource Management	16	646	148	Q1	2.231	A	8	6	2
Academy of Management Annals	2	536	119	Q1	13.877	A*	1	1	0
American Journal of Sociology	4	517	214	Q1	2.811	A*	2	2	0
Journal of World Business	2	449	149	Q1	4.297	A*	1	1	0
Journal of Management	4	423	296	Q1	8.636	A*	1	3	0

Personnel Psychology	5	343	175	Q1	5.414	A*	1	3	1
Sex Roles	3	296	151	Q1	1.264	A	2	1	0
Teachers College Record	3	278	111	Q1	0.81	-	1	1	1

Source: Author's analysis using Web of Science Data (2005-2025), Scimago Journal & Country Rank, and ABDC Journal Quality list

Table 5

Top / Most Impactful Articles in the field

Author	Title	TC	CPY
(Rivera, 2012)	"Hiring as Cultural Matching: The Case of Elite Professional Service Firms"	825	63.46
(Chapman et al., 2005)	"Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes"	705	35.25
(Edwards, 2008)	"Person-Environment Fit in Organizations: An Assessment of Theoretical Progress"	457	26.88
(Collings et al., 2007a)	"Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives"	422	23.44
(Ployhart, 2006)	"Staffing in the 21st century: New challenges and strategic opportunities"	285	15.00
(Uggerslev et al., 2012)	"RECRUITING THROUGH THE STAGES: A META-ANALYTIC TEST OF PREDICTORS OF APPLICANT ATTRACTION AT DIFFERENT STAGES OF THE RECRUITING PROCESS"	268	20.62
(Robertson-Kraft & Duckworth, 2014)	"True Grit: Trait-Level Perseverance and Passion for Long-Term Goals Predicts Effectiveness and Retention Among Novice Teachers"	210	19.09
(Castilla, 2005)	"Social networks and employee performance in a call center"	207	10.35
(Schmader et al., 2007)	"A linguistic comparison of letters of recommendation for male and female chemistry and biochemistry job applicants"	201	11.17
(Aycan, 2005)	"The interplay between cultural and institutional/structural contingencies in human resource management practices"	193	9.65

Source: Author's analysis using Web of Science Data (2005-2025)

CPY: Citations per year

In Table 5, the details of the 10 top impactful articles in the field are provided. The paper with the highest citation is "Hiring as Cultural Matching: The Case of Elite Professional Service Firms," authored by Rivera (2012). The paper has, as of the date of downloading the dataset from Web of Science (15th September, 2025), a total of 825 citations and 63.46 citations per year, making it also the top paper with the highest number of yearly citations in the field of assessment of recruitment processes. The study demonstrates that hiring in elite professional service firms extends beyond skill assessment to include cultural matching. Employers frequently privileged candidates who shared similar lifestyles and self-presentation styles, suggesting that cultural compatibility often outweighed considerations of pure productivity.

The second topmost cited paper is "Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes" (Chapman et al., 2005). It has 705 citations in total, with 35.25 per year. So, it is also the second-highest citations per year in the field of assessment of the recruitment process. This research, based on a meta-analysis of 71 studies, identifies key factors affecting applicant attraction and job choice. In this study, Job–organization characteristics, recruiter behaviors, perceived fit, and hiring expectancies emerged as significant predictors, while recruiter demographics and perceived alternatives showed little effect, highlighting important implications for recruitment theory and practice. The third most influential article is "Person-Environment Fit in Organizations: An Assessment of Theoretical Progress" by Edwards (2008), with 457 citations in total and 26.88 citations per year since publication. The study critically evaluates the theoretical progress of Person–Environment (P–E) fit research in organisational behaviour,

highlighting its stagnation over nearly a century. It identifies shortcomings in defining constructs, describing relationships, and addressing boundary conditions, while offering recommendations to strengthen P–E fit theories through integration, clarity, and empirical testing. The fourth most influential article is "Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives" (Collings et al., 2007) . The study has a total of 422 citations, averaging 23.44 per year. This study highlights the growing complexity of global staffing and critiques the continued reliance on traditional expatriate assignments. It underscores the rise of alternative international arrangements—such as short-term, commuter, and virtual assignments—and argues for more adaptive HR policies in recruitment, training, rewards, and occupational health to address their distinct challenges.

4.2 Science Mapping

Science Mapping is the other major component of a bibliometric analysis, visualizing a field's intellectual structure by analyzing its major themes and topics (Lim & Kumar, 2024). Science Mapping uses several methods, such as Co-citation and bibliographic coupling to identify knowledge clusters by analyzing how publications are cited; co-word analysis, which reveals themes by mapping keyword co-occurrences; and Citation analysis, which highlights trending topics based on highly cited papers. Through Science Mapping the study endeavours to answer the following research question:

RQ3: What are the possible thematic clusters and most referred documents in the field of assessment of the recruitment process?

To ascertain possible thematic clusters, we must first have a knowledge foundation in the field of Recruitment Process Assessment. Co-citation of references is widely used to develop the knowledge foundation of Research. It is used to examine how (co)cited publications are interconnected to trace the evolution of foundational or retrospective knowledge, where cited works grouped into clusters indicate a shared theme within a research field (Öztürk et al., 2024).

Figure 4

Knowledge foundation (Co-citation of references)
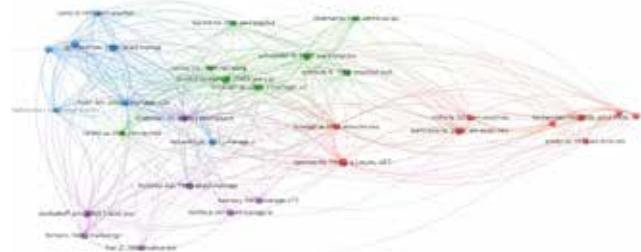
Source: Author's analysis on VOS viewer using Web of Science data for 2005-2025

The citation map comprises four clusters, including 31 items cited at least 11 times in the research corpus. The largest cluster is red, with 9 items. The cluster discusses the work of Bertrand & Mullainathan (2003), Spence (1973), and Fernandez et al. (2000), detailing the existence of labor-market discrimination in the employment network and the effect of job-market signaling. The next cluster is green with eight items. The cluster discusses the work of Kristof-Brown et al. (2005), (Breaugh & Starke, 2000), (Schneider, 1987), and Schmidt et al. (1998) detailing the meta-analyses and reviews of previous research on personnel selection and presenting frameworks for understanding the etiology of organizational behaviour. The third cluster is blue in colour and consists of seven items. The works of Gilliland (1993), Hausknecht et al. (2004), and Ryan & Ployhart (2000) are discussed in this cluster, as are applicants' perceptions of selection procedures and decisions. The fourth cluster is purple in colour and consists of seven items. The cluster discusses the works of Chapman et al., (2005) and Huselid (1995), detailing the impact of HRM practices and correlates of recruiting outcomes.

## 4.3 Thematic Structure of Existing Research on Recruitment Process Assessment

4.3.1 Bibliographic Coupling

Bibliographic coupling identifies relationships between citing publications by examining shared references. It helps detect emerging research

streams, sub-fields, and trends, aiding the analysis of current knowledge development in a discipline (Öztürk et al., 2024). The Bibliographic Coupling Analysis was created using VOSviewer, and the unit of analysis was set to 'documents'. The minimum number of citations per document has been set at 70; of the 484 documents, 37 meet the threshold. Figure 5 represents the Bibliographic Coupling based on documents.

Figure 5

Bibliographic Coupling based on documents published from 2005-2025
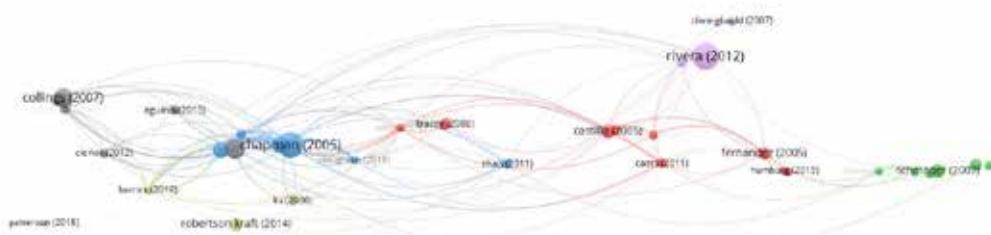
Source: Author's analysis on VOS viewer using Web of Science data

The thematic structure, based on bibliographic coupling of documents, includes key themes, the total publications under each theme, and the representative papers (the top two highest-cited papers per theme). These are tabulated in **Table 6**.

Table 6:

Thematic structure based on bibliographic coupling

Cluster	Key Theme	TP	Representative Papers (Topmost 2 highest cited papers from each cluster)	Citations
1 (Red)	Social Networks and Referrals in Recruitment	9	(Castilla, 2005): Social networks and employee performance in a call center	207
			(Fernandez & Sosa, 2005): Gendering the job: Networks and recruitment at a call center	174
2 (Green)	Diversity, Bias, and Stereotypes in Selection	6	(Schmader et al., 2007): A linguistic comparison of letters of recommendation for male and female chemistry and biochemistry job applicants	201
			(van den Brink et al., 2010): Transparency in academic recruitment: A problematic tool for gender equality?	170
3 (Light Blue)	Applicant Attraction and Recruitment Strategies	6	(Chapman et al., 2005): Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes	705
			(Ployhart, 2006): Staffing in the 21st century: New challenges and strategic opportunities	285
4 (Grey)	Strategic Human Resource Management and International Staffing	6	(Edwards, 2008): Person-environment fit in organizations: An assessment of theoretical progress	457
			(Collings et al., 2007): Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives	422
5 (Dark yellow)	Selection Processes and Organizational Fit	4	(Robertson-Kraft & Duckworth, 2014): True grit: Trait-level perseverance and passion for long-term goals predicts effectiveness and retention among novice teachers	210
			(Liu & Moore Johnson, 2006): New teachers' experiences of hiring: Late, rushed, and information-poor	94

| 6 (Violet) | Emotional and Subjective Factors in Hiring Decisions | 3 | (Rivera, 2012): Hiring as cultural matching: The case of elite professional service firms | 825 |
| | | | (Rivera, 2015): Go with your gut: Emotion and evaluation in job interviews | 109 |

Source: Author's analysis using Web of Science data

The analysis has been presented in Table 6 above and comprises of six clusters. **Cluster 1** consists of 9 articles relating to social networks and referrals in Recruitment. The studies bring out how referrals are useful in enhancing initial productivity and fostering long-term employee performance and retention through post-hire social connections (Castilla, 2005) and how pre-hire choices, networks, and screeners' decisions significantly shape job sex segregation, highlighting limits of post-hire data for studying gender sorting (Fernandez & Sosa, 2005). **Cluster 2** consists of 7 articles on diversity, bias, and stereotypes in selection. In this segment, it has been studied how significantly more standout adjectives are used by recommenders in their recommendation letters written in respect of male applicants than in those written in respect of female applicants (Schmader et al., 2007). Further, it has also been brought out how academic recruitment and selection processes often exhibit only limited transparency and accountability, with formal protocols failing to prevent bias and how micropolitics and entrenched gender practices both advance and undermine gender equality efforts, shaping persistent underrepresentation of women in academia (van den Brink et al., 2010). There are six papers in **Cluster 3**. The cluster is mostly focused on applicant attraction and recruitment strategies. The prominent studies in this cluster are those by Chapman et al. (2005), which show that job-organisation characteristics, recruiter behaviours, and perceived fit are significant predictors of applicant attraction, intentions, and job choice, while recruiter demographics and perceived alternatives are not. Moreover, the research on staffing should change from an individual-level focus to a multi-level approach (Ployhart, 2006). There are 6 papers in **Cluster 4,** and the studies are mostly focused on Strategic Human Resource Management and International Staffing. As Edwards (2008) noted, a century of research on person-environment fit has led to theoretical stagnation, prompting the need for new approaches to advance theoretical progress. The standardised approaches are often not suitable for international assignments. Accordingly, the organisations must create flexible HR policies that consider the unique complexities of different types of global assignments, such as short-term or virtual roles (Collings et al., 2007a). **Cluster 5** comprises four studies that are related to selection processes and organisational fit. The studies have shown that gritty teachers are more effective and less likely to leave their jobs, and that grit is a better predictor of success than any other variable. The findings suggest that incorporating a psychological framework into teacher recruitment and development could lead to better outcomes (Robertson-Kraft & Duckworth, 2014). Most new teachers are recruited through a decentralised, school-based process that is often late and lacks sufficient information. Despite the potential for a good match, new teachers typically have limited interaction with school staff during this process (Liu & Moore Johnson, 2006). The last cluster, i.e., **Cluster 6,** consists of three articles that primarily address emotional and subjective factors in hiring decisions. The study has opined that hiring in elite firms is driven not only by skills but also by cultural matching, where shared lifestyles and self-presentation strongly shape selection decisions, alongwith employers' emotional energy during interviews, making subjective feelings a key driver of candidate evaluation and inequality (Rivera, 2012, 2015).

4.3.2 Thematic Trends in Recruitment Process Assessment

After building the knowledge foundation for research on recruitment process assessment through co-citation analysis and identifying the thematic structure through bibliographic coupling, the next step is to ascertain the thematic trends in keyword co-occurrence. For this purpose, the entire dataset has been divided into three

periods: 2005-2012, 2013-2020, and 2021-2025, to ascertain the gradual evolution of keywords across these periods. Year 2020 was chosen as a cut-off year due to the Covid pandemic, and accordingly, the period 2021-2025 was selected as a separate period. The period prior to 2020 was divided into two equal parts i.e. 2005-2012 and 2013-2020. Co-occurrence analysis was run in VOSviewer for the respective periods. For thematic evolution analysis, at first, the *'All Keywords'* field was used in VOS viewers. This approach combines author-supplied and indexed keywords (keyword plus), thereby providing a comprehensive representation of the conceptual landscape and its evolution over time. Although author keywords reflect author intent, using all keywords ensures inclusion of standardised and related terms, allowing richer and more consistent thematic mapping (Rawangngam et al., 2025). Due to the interdisciplinary nature of the topic of research, and due to the lack of completeness of metadata to the extent of 19.42% in 'author keywords,' and 10.74% in 'keyword plus, the use of 'all keywords' was considered to be a more practical and result-oriented approach. Using 'all keywords' or combining 'author keywords' along with 'keyword plus' gives only 2.89% missing counts. The minimum number of occurrences of a keyword was set at 3; 17 keywords met the threshold for 2005-2012, 23 for 2013-2020, and 19 for 2021-2025. Data cleaning was performed before analysis by combining synonyms to ensure robust analytical output.

Figure 6

Influential topics during 2005-2012
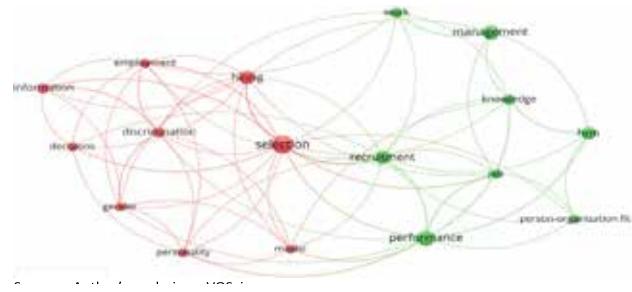

Source: Author's analysis on VOS viewer

Figure 7

Influential topics during 2013-2020
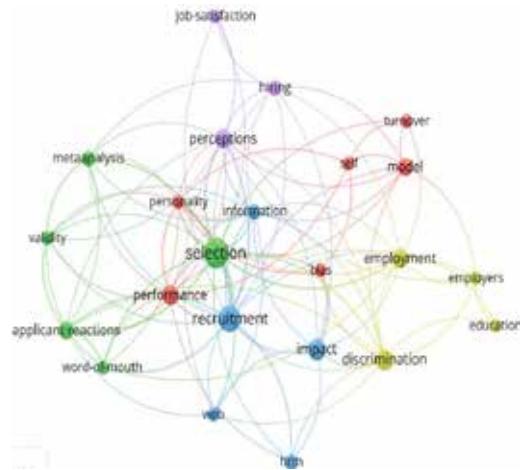
Source: Author's analysis on VOS viewer

Figure 8

Influential topic during 2021-2025
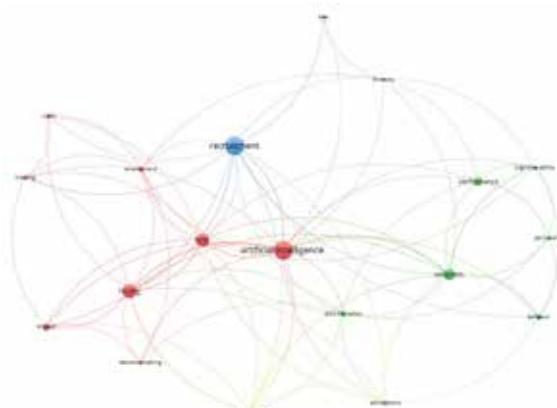
Source: Author's analysis on VOS viewer

Figure 6 reflects the trending topics during the period 2005-2012. The studies are divided into two clusters. Cluster 1 (red node) focuses on the operational and ethical aspects of recruitment and selection, with a strong emphasis on opposing discrimination (e.g., gender-based) and ensuring effective decision-making through personality assessments and fit models. Cluster 2 (green node) emphasizes the strategic role of HRM in recruitment, linking it to organizational performance, knowledge management, and aligning individuals with job and organizational goals. So, studies during this period

have mostly viewed recruitment and selection as a core part of Human Resource Management, with an ethical focus on discrimination.

Figure 7 shows the most relevant topics during 2013-2020, with five clusters in studies undertaken during this period. Cluster 1 (red node) concerns scholarly work on personnel traits and institutional outcomes, focusing on how personality, biases, and self-perceptions influence performance models and employee turnover. Cluster 2 (green node) is related to personnel selection processes, emphasizing the validity of methods, applicant responses, and informal referral mechanisms. Cluster 3 (blue node) focuses on HRM practices in general and, in particular, on the impact of information and web-based tools on recruitment strategies. Cluster 4 (yellow node) is related to equity and access in employment, focussing on discrimination issues, the role of education, and employer practices in hiring and job opportunities. Cluster 5 (purple node) focuses on employee hiring experiences and post-hire attitudes, highlighting perceptions during hiring and their links to job satisfaction later in employment. Hence, the concept of personal traits in organizational recruitment and selection has evolved as a new theme during this period, while the recruitment methods and strategies alongwith employee hiring perceptions, remain other dominant themes.

Figure 8 shows the major keywords of the period 2021-2025. The studies on the Recruitment Process Assessment conducted during the period are mostly focusses on AI-driven HR strategy (red node), indicating operational efficiency and technology-driven HR processes; followed by behavioural factors in selection (green node) which assesses how individual traits and biases affect selection; diversity and inclusive recruitment (blue node), indicating the core areas of equity, inclusion, and fairness in recruitment and lastly management perceptions (yellow node) indicating perceptions, leadership and strategic outcomes. This is the period during which the role of AI in the recruitment and selection process has evolved in the field of HRM.

5. Conclusion

Recruitment and Selection Processes are inseparable HR activities in any organization. The optimization of the process of recruitment and selection is pre-requisite for organizational success in any organization, and the assessment of the recruitment and selection process is therefore of utmost importance. The present bibliometric study has been conducted on 484 literature (articles and review articles) related to the Assessment of Recruitment and Selection from 2005-2025 available on Web of Science Core Collection. Both the performance analysis and Science Mapping were conducted to provide comprehensive bibliometric information on the subject matter, as the fundamental building blocks of a bibliometric analysis are jointly formed by performance analysis and science mapping (Lim & Kumar, 2024). In performance analysis, the most productive author is Rivera, LA with 3 publications and 935 citations. Northwestern University, USA is the most productive institution with 5 publications and 939 citations. In terms of publications and citations, the USA is the most productive country, with 204 publications and 7043 citations. Based on the number of citations, "*Journal of Applied Psychology*" is the most cited journal with 961 citations. As for individual articles, the paper "*Hiring as Cultural Matching: The Case of Elite Professional Service Firms" (Rivera, 2012)* is the most impactful, with 825 citations and 63.46 citations per year since publication. As far as the thematic analysis based on science mapping is concerned, it was conducted in three steps: first, the research foundation was developed using co-citation analysis of references. The citation map showed four clusters, with 31 items cited at least 11 times each. The largest (red) cluster (9 items) examines labour-market discrimination and job-market signalling (e.g., Bertrand, 2005; Spence, 1973). The green cluster (8 items) reviews meta-analyses on personnel selection and organisational behaviour frameworks (e.g., Kristof-Brown et al., 2005). The blue cluster (7 items) focuses on applicants' perceptions of selection processes (e.g., Gilliland, 1993). The purple cluster (7 items) explores HRM practices and recruitment outcomes (e.g., Chapman et al., 2005). Then, a thematic map of literature was developed using Bibliographic coupling. The six identified key themes were: Social Networks and Referrals in Recruitment; Diversity, Bias, and Stereotypes in Selection; Applicant Attraction and Recruitment Strategies; Strategic Human Resource Management and International Staffing; Selection Processes and Organisational

Fit; and Emotional and Subjective Factors in Hiring Decisions. Finally, for developing the thematic trends in literature on Recruitment Process assessment, the entire 484 articles were divided in three groups, period-wise, classifying the literature published during 2005-2012, 2013-2020, and 2021-2025. It was noticed that while 'recruitment' and 'selection' were the major prominent themes across the periods, the other major themes during first period (2005-2012) were focusing on its operational and ethical aspects; during 2013-20 role of personal traits social media in employment and personal traits in recruitment and selection evolved; and during 2021-2025, the role of AI in recruitment and selection was developed. So, the imperative role of technology in recruitment and selection has gradually emerged as a new concept in the literature on Recruitment Process Assessment.

6. Research Gaps and Future Agenda

Based on the thematic evolution analysis of hiring and recruitment research from 2005 to 2025, the following key research gaps have been identified.

In recent years (2021–2025), the role of technology is central in recruitment research, with themes such as *asynchronous video interviews* and *artificial intelligence* gaining prominence. However, the human and ethical dimensions of these tools remain underexplored. Little is known about how AI-driven hiring affects fairness, diversity, or candidate reactions—areas that warrant closer examination.

Another noticeable gap lies in the lack of development of 'End-to-end Talent Acquisition' models. While recruitment and selection have been studied in silos, there is a need to study different hiring models holistically, which starts with recruitment and incorporates selection, training, and induction, and also post-hire outcomes like attrition, performance, etc.

Thematic patterns also reveal a strong Western bias. Most studies have been conducted in Europe or North America, whereas non-Western and cross-cultural perspectives remain limited. Comparative research is needed to understand how technology use, bias, and institutional factors shape hiring across diverse contexts, contributing to more globally relevant HR theories.

Most of the recruitment and selection studies also focus on organizational settings, with minimal attention to government or public sector hiring—reflected in the absence of keywords such as *government*, *public*, or *federal*. This gap highlights an opportunity for future research into public recruitment systems and their unique challenges.

7. Limitations and Future Scope

Every study has one or more limitations, and this study has some as well. In this bibliometric study, the reputable database of 'Web of Science' was used for extracting the relevant literature, considering the wide interdisciplinary acceptance of this database. In future studies, other prominent databases like Scopus etc. may also be used to supplement the results. Further, the scope of this study is limited to literature published between 2005 and 2025 (up to 15.09.2025). In future studies, the period prior to 2005 may also be considered to provide a more comprehensive overview. Although every effort was made to develop the search string appropriately, a few critical keywords may be excluded, which could affect the study. The evolving themes identified in the current study, such as the role of AI in recruitment and selection, may also be considered for a similar bibliometric study in the future.

8. Declaration of Conflicting Interests

The author declares no potential conflicts of interest with respect to research, authorship, and publishing this manuscript.

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