

ANALYSIS OF THE EFFECTIVENESS OF DIGITAL RECRUITMENT & SELECTION IN OBTAINING COMPETENT EMPLOYEES

Alam Adi Putra¹, Nadia Septiani², Antoni Ludfi Arifin³

STIAMI Institute^{1,2,3}

ozol.jr060191@gmail.com¹, nadiakerja00@gmail.com², ludfi@stiami.ac.id³

Abstract: Digital transformation has fundamentally reshaped the paradigm of employee recruitment and selection. In the face of growing organizational demands for efficiency and competitiveness, the adoption of technology in talent acquisition has become imperative. This study aims to analyze the effectiveness, challenges, and strategies of digital recruitment and selection in acquiring highly competent employees. A descriptive qualitative approach was employed to explore this phenomenon through an extensive literature review of recent scholarly sources. The findings reveal that digitalization significantly enhances efficiency through tools such as Applicant Tracking Systems (ATS), Big Data, video interviewing, online assessments, and Artificial Intelligence (AI), which collectively improve the accuracy, speed, and quality of the recruitment process. However, the implementation of digital recruitment also presents several challenges, including high initial costs, internal resistance to change, and the potential for algorithmic bias. To optimize outcomes, companies must adopt risk mitigation strategies and ensure that technological solutions are aligned with organizational culture. With a strategic approach, digital recruitment serves not only as a technical solution but also as a long-term strategy to build a competitive advantage through human capital.

Keywords: Applicant Tracking Systems, Artificial intelligence, Digital recruitment, Employee competence, Online selection

INTRODUCTION

In today's business era, the shift toward digitalization is an unavoidable, fundamental change. This transformation is not just a temporary trend, but has become a necessity for all organizations. To ensure companies remain resilient and able to compete in an increasingly competitive market, adapting to changes in the digital realm is crucial. The widespread use of information technology has drastically changed the way companies manage operations, interact, and compete globally (Barus et al., 2024). Therefore, this is not just an option, but a new, crucial foundation for business continuity and growth.

Today, nearly every critical line of business activity is digitally connected and integrated. This digital integration serves as a key foundation for companies to achieve peak efficiency and relentless innovation. While adapting to digital technology opens up unlimited opportunities for expansion, companies also face new obstacles that can jeopardize their operational sustainability (Wibowo, 2024). Reliance on digital technology is now not limited to internal company systems but also extends to external organizational interactions. This encompasses vital aspects such as the recruitment and management of human resources. Therefore, adapting to digital technology has become a key element that must be integrated across every level of the organization.

These ongoing major changes have significantly impacted many aspects of companies, including human resource management. Conventional human resource management methods,



which were often time-consuming and expensive, have now completely shifted to more modern, technology-oriented approaches. Once-complicated procedures can now be simplified thanks to the use of digital technology. Beyond simply increasing organizational efficiency, this technology also creates significant opportunities for companies to attract diverse candidates from diverse geographic and demographic backgrounds. Digital recruitment platforms and social media platforms allow companies to access a much broader talent pool than ever before. The use of technology has become crucial for expanding access to the workforce in the modern era (Batubara & Rizky, 2024). Therefore, this study will analyze in depth how this fundamental shift impacts the quality of employees successfully recruited and retained by today's companies.

In particular, employee recruitment and selection is one of the areas in the HR department that has felt the most direct impact of this digitalization. Previously, employee recruitment was typically conducted through very limited means, such as placing advertisements in print media, sending physical applications, or attending in-person job fairs. These traditional methods, by nature, only reached a small pool of potential applicants and were time-consuming to complete (Susanto & Hamzali, 2024).

With the advancement of technology, recruitment procedures have become faster and more accessible to a wider audience. Today, modern companies use a variety of digital tools to attract, screen, and select suitable candidates, fundamentally transforming the entire recruitment process from start to finish (Rohana et al., 2024). This shift reflects a significant shift from conventional methods to a more active, data-driven system, where online aptitude tests have become a crucial tool for companies to recruit employees who align with their needs and culture, while ensuring a transparent and fair selection process (Anas et al., 2025). This phenomenon has triggered the emergence of digital recruitment and selection, a method of searching and selecting employees that fully utilizes the internet and various other digital tools. This process includes the use of social media, specialist job search websites, video platforms for remote interviews, and automated systems for managing incoming applications (Mukhtar & Masradin, 2023). Through this digital approach, companies are now able to reach previously inaccessible candidates, even those in highly diverse geographic locations. The use of these digital tools significantly accelerates the candidate discovery process and facilitates the acquisition of the initial data required by companies (Rahmat, Nurjanah, & Nabila, 2025).

Besides focusing on efficiency, one of the important goals of the recruitment process is to secure high-quality employees. Employee quality is generally defined as the level of ability, expertise, knowledge, and positive attitude possessed by an individual to perform tasks effectively and make a meaningful contribution to the organization (Nasution, 2020). The presence of qualified employees will directly impact increased productivity, encourage innovation, and strengthen the company's overall competitiveness.

Therefore, an optimal recruitment and selection strategy must be able to attract individuals who not only meet the required technical qualifications but also have significant growth potential and, most importantly, align with the company culture (Rahayu & Oktaviani, 2024). This clearly highlights the crucial role of cultural alignment as a complement, or even a determining factor, in addition to a candidate's technical competence.

In the context of digital recruitment and selection, the challenge is ensuring that increased speed and reach do not compromise selection quality. While digital systems have the capability to process applications very quickly and screen candidates based on predetermined criteria, assessing an individual's non-technical skills, deep cultural fit, or long-

term potential may require a more rigorous approach. Several studies have shown that the effectiveness of digital recruitment and selection can be evaluated by the system's capacity to identify high-quality candidates, the completeness of resume information, and the match between the candidate's domicile and age with job requirements (Ramadhani & Rizqi, 2024).

The digital transformation of recruitment and selection processes has brought significant efficiencies, reducing the time and expense previously associated with traditional methods. This phenomenon allows companies to leverage a broader reach, including access to a global talent pool, through various platforms such as online recruitment sites, professional social media, and job portals (Wahyudi et al., 2023). This opportunity not only broadens candidate choices but also opens the door to greater diversity in human resources. However, behind this efficiency, a crucial dilemma arises: how to maintain selection quality amidst the flood of applications. The massive volume of applications, while indicating a broad reach, demands a more rigorous screening strategy to identify individuals who not only meet basic qualifications but also align with the company's core values and long-term goals. The greatest challenge often lies in the ability of technology to accurately assess non-technical competencies or soft skills, such as leadership, adaptability, or emotional intelligence. These aspects are vital in the contemporary workplace but difficult to measure by algorithms alone (Fauzi & Purbasari, 2024). Therefore, ensuring that process speed does not compromise assessment depth is a key challenge in digital recruitment.

Therefore, it is crucial to examine the extent to which the effectiveness of digital recruitment and selection processes positively correlates with the competency of successfully recruited employees. This is crucial given the significant financial investment companies make in implementing recruitment technology. If digital recruitment and selection prioritize speed without considering the depth and quality of selection, there is a significant risk that companies will hire individuals who do not fully meet their long-term needs. This can ultimately negatively impact overall performance, employee job satisfaction, and fundamental organizational stability (Wulandari et al., 2025).

This overall context underscores the urgency of a recruitment process that is not only operationally efficient but also absolutely oriented towards achieving quality end results. This study aims to analyze: 1) The extent to which digital recruitment and selection is effective in obtaining competent employees; 2) The challenges faced in digital recruitment and selection to obtain competent employees; 3) Digital recruitment and selection strategies in obtaining competent employees.

METHOD

This study uses a descriptive qualitative approach to examine the effectiveness, obstacles, and strategies in the digital recruitment and selection process to obtain competent employees. The choice of a descriptive approach allows researchers to describe phenomena systematically, factually, and accurately according to field conditions (Mappasere & Suyuti, 2019). This methodology includes all processes, principles, and procedures that serve as guidelines for solving research problems (Deni et al., 2024). Qualitative research is descriptive in nature, emphasizing an in-depth analysis of the meaning and processes occurring in the phenomena being studied. In this approach, the researcher plays a direct role as the primary instrument working in the natural environment of the research object using various data collection techniques and inductive analysis (Rifa'i, 2023). The primary goal is not statistical generalization, but rather building a comprehensive understanding of the

phenomena occurring. The descriptive qualitative approach seeks to maintain the authenticity of human behavior and characteristics without transforming them into numbers, using theory as a guide to keep the research focused on existing reality (Creswell & Poth, 2018). In this research, the sharpness of analysis and the quality of the narrative are important keys in presenting the factual and substantive relationships between the phenomena studied.

Data collection was conducted through an extensive literature review drawn from primary and secondary sources, with an emphasis on reputable scientific journals and reference books related to the topic of digital recruitment and selection. The selected literature was prioritized for publication within the last five to ten years to ensure relevance and timeliness. The data collection process began with the identification of keywords such as "digital recruitment," "online selection," "employee competencies," "ATS," "Big Data HR," and "AI in HR" in scientific databases such as Google Scholar, ScienceDirect, Scopus, and ProQuest. An initial screening was conducted based on titles and abstracts, followed by a full reading of selected articles and data extraction related to the effectiveness, challenges, and strategies of digital recruitment. Data were analyzed using qualitative content analysis through a process of organization, inductive and deductive coding, thematization, and in-depth interpretation to construct a coherent narrative. The validity of the findings was strengthened by verifying consistency across the analyzed sources (Pugu, Riyanto, & Haryadi, 2024).

RESULT AND DISCUSSION

1) Effectiveness of Digital Recruitment & Selection in Obtaining Competent Employees;

Digital recruitment has significant potential to help companies find the right employees, not only technically but also in terms of competency. The various digital tools used allow companies to assess candidates' skills, experience, and character more thoroughly and objectively. The selection process is a crucial step for companies in finding the most suitable individuals, both for the available positions and within the company culture. Essentially, the selection process gives the company full authority to determine which prospective employees best meet its needs. This is accomplished by directly involving company representatives in the decision-making process (Widianti, 2022).

Companies expect highly competent employees to be able to compete in today's turbulent era. To attract highly competent employees, a proper recruitment and selection process is required. The recruitment process involves gathering and searching for potential employees by informing the public that the company needs potential workers so that the company can place candidates of the required standard in specific positions (Hantono et al., 2025). Implementing digital-based recruitment and selection offers several significant benefits. One of the main advantages is a drastic acceleration in finding the right candidate. Furthermore, the recruitment team's workload can be substantially reduced, allowing them to focus more on in-depth evaluation of selected candidates (Rahardjo, 2021).

In general, the use of technology in recruitment offers significant benefits in terms of time and cost efficiencies throughout the process. By using technology, businesses can increase efficiency in sourcing, assessing, and selecting potential candidates (Susanto & Hamzali, 2024).



Digital recruitment plays a crucial role in strengthening a company's appeal as a desirable employer. Through technology, companies can implement employer branding strategies more effectively. Employer branding is a long-term strategic effort to manage the awareness and perceptions of employees, prospective employees, and stakeholders towards a particular company (Kurniawan, Rakhmad, & Prameka, 2021). Therefore, adopting digital recruitment processes not only improves operational efficiency and accuracy in candidate placement but also substantially strengthens a company's image as a desirable work environment, attracting the best talent in the market (Ramadhan et al., 2024).

2) Challenges in Digital Recruitment & Selection to Get Competent Employees

While digital recruitment promises significant benefits, its implementation requires a thorough understanding of the challenges involved in recruiting truly competent employees. One major hurdle to overcome is the high initial costs required to adopt new technology. This financial investment can be a substantial burden, especially for small and medium-sized companies that may have limited budgets (Sudaryanto & Hanny, 2023). Beyond initial costs, training for HR teams is a crucial aspect that requires significant additional time and resources. Without adequate and comprehensive training, HR teams may not be able to effectively optimize the use of these digital technologies, potentially reducing the efficiency and accuracy of the overall recruitment process (Nazarudin & Kuswinarno, 2024).

Resistance to change often emerges as a significant obstacle to the adoption of digital recruitment, both from management and employees. They may feel more comfortable and accustomed to long-standing conventional recruitment methods. Companies need to develop comprehensive strategies, including investments in training and skills development programs, to reduce this resistance and ensure a smoother transition (Handayani, K., 2024). Barriers to implementing recruitment technology can also stem from psychological aspects, such as deeper resistance to change. Furthermore, the potential for algorithmic bias is a serious concern that cannot be ignored. When artificial intelligence (AI) technology is implemented in the recruitment process, there is a risk that the algorithm could unfairly or discriminatorily influence selection decisions, potentially harming certain candidates (Dm, BS, 2024). The implementation of AI technology in the recruitment process in particular faces substantial challenges related to inherent algorithmic bias. This bias can arise from unrepresentative training data or poorly designed algorithms, which can ultimately erode objectivity and fairness in selection decision-making. Addressing this bias requires ongoing efforts in monitoring, validating, and periodically adjusting the system (Patriansyah, 2024).

In addition to technical and psychological challenges, adopting new technologies often generates resistance from employees accustomed to traditional ways of working. This reluctance to adapt to new systems and procedures can slow or even hinder the implementation of digital recruitment. This requires effective communication and ongoing support to help employees adapt to change (Hutabarat & Firdaus, 2024). Therefore, to truly attract highly competent employees through digital recruitment, companies must focus not only on technology investments but also on a comprehensive risk mitigation strategy. This strategy should encompass cost management, adequate training, managing resistance to change, and mitigating potential algorithmic bias, while minimizing potential barriers (Abdillah, Nabilah, & Wasir, 2024).

3) Digital Recruitment & Selection Strategies for Obtaining Competent Employees

In the contemporary digital era, employee recruitment and selection processes have undergone a significant, fundamental transformation. Companies no longer rely solely on outdated traditional methods, such as print advertisements or face-to-face interviews. Instead, there has been a drastic shift toward digital strategies that utilize information technology extensively to accelerate and refine the entire recruitment process (Dewi, SP, 2023). The primary goal of this paradigm shift is to recruit highly competent employees who not only meet the technical requirements of the job but also possess soft skills and a high level of adaptability to the dynamics of the work environment (Karneli, O., Handayati, R., & Rijal, S., 2024). To achieve this goal through digital recruitment and selection processes to acquire quality employees, several key strategies exist.

a. Applicant Tracking Systems – ATS

Applicant Tracking Systems An Automated Search Engine (ATS) is sophisticated software specifically designed to help companies efficiently manage and streamline the entire recruitment process. These applications are highly useful in automating many critical aspects of searching, ranking, and selecting candidates who best meet a company's specific requirements. The use of an ATS has become common practice in many organizations, especially those that need to manage a very high volume of applications. These systems play a vital role in increasing the efficiency of the recruitment process, significantly reducing the risk of lost applications, and optimizing efforts to find truly qualified employees. However, it is crucial to note that the system configuration and management must be carried out carefully to avoid potential bias or unintentional errors during the selection process (Dražeta, L., 2024).

b. Big Data and Analytics

Big Data Big data and analytics offer significant potential to assist human resource management in the recruitment and selection process. Big data and analytics offer revolutionary new opportunities for application across various disciplines, including human resource management analysis. Particularly in the recruitment process, the use of big data and analytics tools plays a crucial role. This enables companies to analyze diverse types of information from various sources, ranging from public data, individual data, community-based data, readily available information, to detailed applicant data. Through the use of sophisticated analytical algorithms, organizations can uncover patterns, trends, and relationships that may be hidden within the data. This helps in selecting candidates who best fit the required profile with greater precision. However, it is important to remember that the use of big data and analytics in recruitment also faces several challenges, such as the significant cost of implementing the technology and the need for qualified human resources with specific expertise in data analysis (Singh, R., Sharma, P., Foropon, C., & Belal, H.M., 2021).

c. Video Interview

Video Interview Video interviewing is a contemporary recruitment approach that utilizes video calls to conduct interviews, significantly reducing time and costs while opening up opportunities for companies to reach talent from across the globe. Thanks to the flexibility offered by scheduling, recruiters can more closely observe candidates'

expressions and body language and have the option to record the interview session for later review. This method also facilitates practical skills testing and has proven highly effective in overcoming geographical barriers between recruiters and applicants. It is also important to consider data security as a crucial aspect of its implementation. Overall, video interviewing makes the recruitment process much more efficient and effective, especially in situations or scenarios where in-person meetings are not possible (Mukhtar, A., & Masradin, M., 2023).

d. Online Ability Test

The primary goal of online aptitude testing in recruitment is to objectively and standardize the capabilities, skills, knowledge, and competencies of prospective employees. Within this framework, key objectives include evaluating specific skills crucial for a position, conducting a more precise and accurate selection process, and uncovering potential hidden within applicants. Furthermore, utilizing online assessments significantly saves time during the selection process, ensures more objective assessments thanks to uniform standards, and overall improves recruitment efficiency. This method also facilitates the collection of valuable applicant data for in-depth analysis, ultimately improving the quality of employee selection decisions. Therefore, online aptitude testing is a vital tool that helps companies select candidates who best match their specific needs and organizational culture, while creating a more transparent and fair selection process (Mukhtar, A., & Masradin, M., 2023).

e. Artificial Intelligence (AI) in Initial Selection

Artificial Intelligence (AI) is now widely applied in the early stages of recruitment selection because it offers several substantial benefits and significantly improves the efficiency of the overall recruitment process. The development of AI technology has accelerated significantly in recent years. AI enables companies to effectively eliminate routine, monotonous, and error-prone tasks caused by ambiguity or human fatigue. Fundamentally, AI helps Human Resources (HR) departments by automating much of their routine work, freeing HR teams to focus on more strategic, high-value-added activities. AI has the potential to transform the employee experience across multiple levels, from initial recruitment to talent management, thanks to its remarkable ability to process massive amounts of data with high speed and accuracy. It's no wonder that many organizations are now actively adopting AI technology in their recruitment efforts (Zurnali, C., & Wahjono, W., 2022).

CONCLUSION

Digital transformation in the employee recruitment and selection process has proven to significantly contribute to the effectiveness of finding competent workers. Through the use of technologies such as Applicant Tracking Systems (ATS), Big Data, video interviews, online aptitude tests, and artificial intelligence (AI), companies can assess candidates more objectively, efficiently, and accurately. This digitalization not only speeds up the process but also strengthens employer branding strategies, making companies more attractive to high-quality potential employees.

However, implementing digital recruitment faces various challenges, ranging from high initial investment, the need for human resource training, resistance to change, and the risk of



algorithmic bias. To overcome these obstacles, companies need to implement comprehensive risk mitigation strategies, such as providing appropriate training, regular system adjustments, and effective organizational change management. With this strategic approach, digital recruitment becomes not only a technical solution but also an integral part of increasing organizational competitiveness in the face of the dynamics of the modern job market.

REFERENCES

- Abdillah, R. P. A., Nabilah, H., & Wasir, R. (2024). Teknologi dan inovasi dalam manajemen SDM kesehatan: Meningkatkan efisiensi melalui digital. *Indonesian Journal of Health Science*, 4(6s), 840-847.
- Anas, M., Judijanto, L., Rukmana, A. Y., Widyana, S. F., Sudarmi, S., & Lishobrina, L. F. (2025). *Manajemen Kreatif: Seni Mengelola Organisasi Berdaya Saing dan Kompeten Menuju Tantangan Era Society 5.0*. PT. Sonpedia Publishing Indonesia.
- Barus, D. R., Simangunsong, J. S., Ginting, S. E. B., & Saragih, L. S. (2024). Pengaruh Perkembangan Teknologi Informasi Terhadap Pasar Global. *Jurnal Intelek Insan Cendikia*, 1(4), 495-500.
- Batubara, K., & Rizky, M. C. (2024). Peran Human Capital Manajemen Dalam Perekrutan Tenaga Kerja. *Yos Soedarso Economic Journal (YEJ)*, 6(3), 72-80.
- Breinek, P. (2018). Problems of older workers on the labour market. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 66(4), 1073-1084.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Deni, H. A., Mm, C. Q. M., Fatkhur Rohman Albanjari, M. E., Nurofik, A., Anwar, H. M., Bakri, A. A., ... & Anshori, M. I. (2024). *Metodologi penelitian bisnis*. Cendikia Mulia Mandiri.
- Dewi, S. P. (2023). Peranan Human capital Terhadap Strategic Agility dan Organizational Agility Dalam Menjawab Tantangan Transformasi Digital (The Role of Human Capital in Strategic Agility and Organizational Agility in Responding to the Challenges of Digital Transformation).
- Dm, B. S. (2024). Talent Management In The Era Of AI: Opportunities And Challenges For HR Professionals. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 9(3).
- Dražeta, L. (2024). Applicant Tracking System: A Powerful Recruiters' Tool. In *Sinteza 2024-International Scientific Conference on Information Technology, Computer Science, and Data Science* (pp. 240-245). Singidunum University.
- Fauzi, K. A., & Purbasari, R. (2024). Peran Budaya Organisasi Dalam Manajemen Konflik Pada Tempat Kerja Di Era Digital. *Jurnal Bisnis dan Manajemen (JBM)*, 60-68.
- Handayani, K. (2024). Strategi adaptif untuk mempertahankan tenaga kerja di era society 5.0: Menghadapi tantangan cobot. *Jurnal Penelitian Multidisiplin Bangsa*, 1(3), 185-200.
- Hantono, S. E., Wijaya, S. F., & M, S. E. (2025). *Pengantar manajemen*. Penerbit Widina.
- Hutabarat, N. C., & Firdaus, R. (2024). Transformasi Digital Akuntansi: Adaptasi atau Tergelincir. *Jurnal Intelek Dan Cendikiawan Nusantara*, 1(6).
- Karneli, O., Handayati, R., & Rijal, S. (2024). Enhancement of Soft Skills Competence in Human Resources as a Key Success Factor in the Digital Business Era. *Journal of Contemporary Administration and Management (ADMAN)*, 2(1), 319-324.
- Kurniawan, D. T., Rakhmad, A. A. N., & Prameka, A. S. (2021). Employer Branding: Bagaimana Perusahaan Startup Berstatus Decacorn Di Indonesia Mampu Menarik Kandidat Terbaik Di Pasar Tenaga Kerja?. *Jurnal Istiqro*, 7(1), 36-50.



- Mappasere, S. A., & Suyuti, N. (2019). Pengertian penelitian pendekatan kualitatif. *Metode Penelitian Sosial*, 33.
- Mukhtar, A., & Masradin, M. (2023). Bagaimana Teknologi Era 4.0 Menerapkan Rekrutmen? (Kajian Manajemen Sumber Daya Manusia). *Paraduta: Jurnal Ekonomi Dan Ilmu-Ilmu Sosial*, 1(2), 77-89.
- Nazarudin, M. A., & Kuswinarno, M. (2024). Transformasi Digital Dalam Pengelolaan Sdm: Tantangan Dan Peluang Di Era Industri 5.0. *Jurnal Media Akademik (JMA)*, 2(11).
- Nasution, S. L. A. (2020). Pengaruh Kualitas Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Asam Jawa. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, 7(2), 88-94.
- Nazarudin, M. A., & Kuswinarno, M. (2024). Transformasi Digital Dalam Pengelolaan Sdm: Tantangan Dan Peluang Di Era Industri 5.0. *Jurnal Media Akademik (JMA)*, 2(11).
- Patriansyah, W. (2024). Sistem Informasi Manajemen. *Sistem Informasi Manajemen*, 2(4), 197.
- Pugu, M. R., Riyanto, S., & Haryadi, R. N. (2024). *Metodologi Penelitian; Konsep, Strategi, dan Aplikasi*. PT. Sonpedia Publishing Indonesia.
- Rahardjo, D. A. S. (2021). Manajemen sumber daya manusia. *Penerbit Yayasan Prima Agus Teknik*, 1-114.
- Rahayu, I., & Oktaviani, I. (2024). Meningkatkan Kualitas SDM Dengan Sistem Informasi Rekrutmen. *DutaCom*, 17(1), 1-9.
- Rahmat, A., Nurjanah, & Nabila, S. (2025). Penerapan Tes Online Terhadap Efisiensi Rekrutmen Operator Tambang di PT GHJ Triagung Mandiri. *Gudang Jurnal Pengabdian Masyarakat*, 3(2), 98-104.
- Ramadhani, F., & Rizqi, M. A. (2024). Analisis efektivitas penerapan proses rekrutmen online pada salah satu pt penyedia tenaga kerja dikota gresik. *Jurnal Bisnis Dan Kewirausahaan*, 13(1), 56-66.
- Rifa'i, Y. (2023). Analisis Metodologi Penelitian Kulitatif dalam Pengumpulan Data di Penelitian Ilmiah pada Penyusunan Mini Riset. *Cendekia Inovatif Dan Berbudaya*, 1(1), 31-37.
- Rohana, S., Yuniastri, S. D., Setianingrum, T., & Suwandi, S. (2024). Transformasi Rekrutmen Karyawan Di Era Digital Dan Pemanfaatan Teknologi Dalam Menarik Dan Memilih Talenta. *Mufakat: Jurnal Ekonomi, Manajemen dan Akuntansi*, 3(2), 252–257.
- Singh, R., Sharma, P., Foropon, C., & Belal, H. M. (2021). The role of big data and predictive analytics in the employee retention.
- Sudaryanto, A. P., & Hanny, S. (2023). Manajemen sumber daya manusia sektor publik menghadapi kemajuan kecerdasan buatan (artificial intelligence). *Musamus Journal of Public Administration*, 6(1), 513-521.
- Susanto, D. B., & Hamzali, S. (2024). Peran Teknologi dalam Meningkatkan Efektivitas Rekrutmen dan Seleksi Karyawan. *Jurnal Kolaboratif Sains*, 7(8), 2746-2757.
- Syahril Ramadhan, S. I. P., Bukhari Muslim, S. E., MM, M. S., C ME, C., Yanti Aneta, S. P., & Efa Irdhayanti, S. E. (2024). Transformasi budaya organisasi membangun kesuksesan melalui perubahan budaya: buku referensi.
- Vaittinen, A. (2022). Can you hear me, ok? Is the video working all right?-Use of video tools in recruitment interviews from applicants' and recruiters' perspectives.
- Wahyudi, A., Assyamiri, M. B. T., Al Aluf, W., Fadhillah, M. R., Yolanda, S., & Anshori, M. I. (2023). Dampak transformasi era digital terhadap manajemen sumber daya manusia. *Jurnal Bintang Manajemen*, 1(4), 99-111.
- Wibowo, A. (2024). Riset Kelanggengan Bisnis dalam Ekosistem Digital (Business Sustainability Research in Digital Ecosystems). *Penerbit Yayasan Prima Agus Teknik*.

- Widianti, H. (2022). *Manajemen Sumber Daya Manusia (MSDM): Sebuah Pengantar untuk Mahasiswa*. Penerbit NEM.
- Wulandari, E., Indriyani, A., Ningrum, D. W., Ambarwati, R., & Sijabat, R. (2025). Systematic Literature Review (SLR): Pengaruh Pengembangan Digital E-Recruitment Terhadap Seleksi Penerimaan Karyawan Baru. *Jejak digital: Jurnal Ilmiah Multidisiplin*, 1(3), 385-393.
- Zurnali, C., & Wahjono, W. (2022). Artificial Intelligence Dalam Rekrutmen. *Jurnal Ilmiah Infokam*, 18(2), 119-124.