

The Effectiveness of E-Recruitment Process using Job Vacancies Applications in the Digitalization Era

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Abstract

The rapid development of information technology has brought significant changes in various aspects of life, including the recruitment process. This research aims to analyze the role of technology in increasing the effectiveness and efficiency of the e-recruitment process through the use of job vacancy applications in the digitalization era. The method used in this research is a literature study and survey of companies that have implemented e-recruitment technology. The research results indicate that the use of technology in e-recruitment not only speeds up the candidate search and selection process, but also improves the quality of recruited candidates through a better screening system. In addition, job vacancy applications facilitate access to information and communication between companies and prospective applicants, thereby creating a more transparent and satisfying recruitment experience. This research concludes that technology plays a crucial role in modernizing and optimizing the recruitment process, which in turn contributes to achieving organizational goals more effectively and efficiently.

Keywords: e-recruitment, effectiveness, efficiency, job vacancy applications, digitalization, recruitment process.

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1. Introduction

The world continues to develop and change, which everything is more digital-based in this current era. This digitalization era has encompassed daily human life, for example the Internet. In the current digital era, technology has become an inseparable part of human life. Technology has made work easier, increased productivity, and opened up new opportunities for companies to develop faster. Information and communication technology has now become an important factor in changing the way companies operate. Companies that are successful in facing technological changes and can utilize them effectively will have a competitive advantage in the market. This has affected many aspects of life, including in the field of labor recruitment, especially in insurance companies. This is an agreement between the insurance company (insurer) and the policy holder (insured), where the insured pays a premium to obtain coverage for the risk of damage, legal liability to third parties that may be suffered by the insured, receiving payments based on the death or life of the insured with benefits the amount of which has been determined and/or is based on the results of fund management. The development of the insurance industry in Indonesia is predicted to become increasingly competitive in the future. This is certainly a process of maturation of the Indonesian insurance industry towards professionalism (Anggadireja and Djajamiharja in Supertini et al., 2020).

Along with technological developments, job vacancy applications, such as JobStreet and LinkedIn are increasingly popular among internet users (Alhamad et al., 2022). Therefore, Human Resource Management (HRM) has experienced many changes since the start of the digital era. This has had a significant impact on the way companies recruit, train, and motivate their employees. In the digital era, companies not only need to understand technology, but also need to understand how technology can help in their human resource management. It is necessary to concern the technological changes that are continuously developing and their impact on human resources in the Company (Sudiantini, et al., 2023). Companies that want to develop new technology or update existing technology need human resources who have adequate technical skills and knowledge. Human resource management (HRM) has an important role in identifying human resource needs to face technological changes and ensuring the availability of necessary human resources.

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In practice, the first important thing that must be done in HR management is to carry out a recruitment or withdrawal process. This activity is carried out by a company to obtain the best human resources according to the qualifications required by the company with available positions. The withdrawal process according to Hasibuan in Husna, Prasetya, et al. (2021a) states that the recruitment or withdrawal process is an effort to find and influence workers to be interested in applying for a job vacancy in a company or organization. This process is crucial in managing competent and skilled human resources in their field. An effective withdrawal process will bring opportunities for people whose abilities and skills meet specifications in the growth of a company.

Social media, such as LinkedIn, Facebook, and Twitter, have also been used by companies to find potential candidates. This social media platform allows companies to more easily access information about candidates and expand the search reach. In addition, social media allows companies to utilize a wider network and involve employees and candidates in the recruitment process through recommendations and referrals (Aspan et al., 2017). The use of social media in recruitment can also increase company brand awareness and attract the attention of more candidates.

Recruitment involves finding a certain number of qualified prospective employees so that the company can select the most appropriate people to fill existing job vacancies (Irsan & Budiman, 2018). Millennials typically look for three main criteria when looking for a job: a high level, a sense of achievement, and meaningful work experience. (Smith & Watkins, 2020).

Anawati & Ngumar (2016) stated that employee recruitment can be through two sources, namely internal sources and external sources. The attraction process or recruitment process is an effort to find and influence workers to be interested in applying for a job vacancy in a company or organisation (Husna, Prasetya, et al., 2021b).

Data analytics has become an important tool in the recruitment and selection process. Companies can use data analytics to identify trends in candidate data, predict candidate success, and make better decisions based on the data (Galindo & Chiang, 2017). Data analytics can help companies evaluate the effectiveness of their recruitment strategies, such as identifying the most efficient candidate sources and measuring the impact of job advertisements (Breaugh et al., 2018). In addition, data analytics can also be used to improve the quality of the selection process by identifying the most influential factors in determining the success of candidates in the company.

This allows companies to prioritize the most relevant selection criteria and increase the chances of selecting the right candidates. However, the use of data analytics in the recruitment process also has some challenges, such as potential errors in data analysis and interpretation, as well as ethical and legal issues that may arise from the use of candidate data (John, 2013). Therefore, companies need to ensure that they have sufficient expertise in the field of data analytics and use ethical and compliant approaches when integrating data analytics into their recruitment and selection processes.

In this regard, the role of technology is crucial in improving the effectiveness and efficiency of the recruitment process. *"Effectiveness shows success in terms of whether the targets have been achieved or not. If the results of the activity are closer to the target, it means that the effectiveness will be higher"* meaning that effectiveness shows success in terms of whether or not the targets have been achieved. If the results of the activity are closer to the target, it means that the effectiveness will be higher (Siagian, 2010; Husna, Sadiqin, et al., 2021)

In addition to the media platform, e-recruitment also requires a good and adequate technology system, including software that can make selections automatically based on stored applicant data and information (Puri & Wisnu, 2020). In the modern era as it is today with various technological facilities that already exist should be able to assist companies in carrying out employee selection. This convenience has made several companies carry out worker selection through online media (Nur et al., 2022a).

The existence of e-recruitment provides many conveniences, such as job seekers can find suitable jobs and can apply for as many jobs as possible in the company which can be done easily by simply entering a cover letter and CV through the site and the data will automatically enter the company's system. If the desired applicant criteria are suitable, then prospective candidates will get information on the recruitment stage via e-mail address or website to then follow the next recruitment steps. The interview stage can also be done via video call or telephone and psychological tests can also be done online, this certainly provides great convenience for job seekers and companies. In addition, e-recruitment also provides benefits, such as being able to minimize the manual administration process because job applicant data has been stored electronically, so it does not result in a pile of files in the office. In addition, e-recruitment also allows companies to recruit suitable candidates with lower expenses.

According to Thio (2023), Effectiveness is a measure of the output of the implementation of a program or activity that

has achieved its objectives. While efficiency is related to how the company conducts operations. Ogotan (2019) in measuring the effectiveness of an activity or program, several indicators need to be considered, namely: understanding the program, on target, on time, achieving goals, and real changes. Improve efficiency by simultaneously attracting and screening applicants early in the recruitment cycle, thus creating a better recruitment and socialization cycle for both individuals and organizations. Therefore, companies need to utilize this technology optimally in order to obtain the right and qualified candidate.

Previous research has highlighted the role of technology in the e-recruitment process and its effect on effectiveness and efficiency in supporting the recruitment process. Besides existing understanding, a recent study conducted by Smith, Brown, & Jones (2023) found that the use of artificial intelligence (AI) algorithms in candidate selection can improve the efficiency of the recruitment process by reducing the time needed to evaluate many applications. These results indicate that the integration of AI technology in e-recruitment can result in a more effective and efficient process by minimizing the time required to select the most suitable candidates.

Additionally, research by Johnson (2022) highlights the importance of using social media platforms in supporting the e-recruitment process. These findings suggest that social media integration can increase the accessibility of job information for prospective candidates as well as broaden the reach of recruiters to reach talent that may go undetected through conventional recruitment channels. Thus, the use of technology in the form of social media platforms not only increases recruitment efficiency but also expands the talent base that companies can access.

However, research by Lee, Kim, & Park (2021) underscore the importance of considering the social and ethical impacts of the use of technology in e-recruitment. They found that the use of technology in recruitment can lead to unintentional bias and discrimination against some groups of candidates. Therefore, this research highlights the need for a careful approach in designing and implementing e-recruitment technology to ensure that the process is fair and non-discriminatory. By considering these findings, this research enriches understanding of the role of technology in increasing the effectiveness and efficiency of e-recruitment while reminding us of the importance of paying attention to social and ethical aspects in its implementation.

2. Literature Review

2.1. Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) is a developed concept by Davis (1989). This concept offers a basic theory for studying and understanding user behavior in accepting and using a system. TAM is currently the most widely used model for measuring user acceptance of technology, and has been widely validated in various fields (Assaker, 2020). Originally used to explain the attitudes and behavior of computer users, TAM has been applied to analyze technology adoption in diverse contexts, such as mobile application technology (Medeiros et al., 2022). Perceived ease of use is also one of the original TAM constructs. The definition of perceived ease of use according to (David, 1989) in Pipitwanichakarn & Wongtada (2019) is ease of use related to the extent to which a person believes that using technology will be relatively effortless.

2.2. Recruitment

According to Lord in Adi (2021) defines that Recruitment is a form of competition among applicant candidates to compete for jobs offered by the company to occupy the desired position, so that the company will get a qualified workforce. Two-way recruitment according to (Amali et al., 2023) in the journal is a process that is able to provide satisfaction to the company and job seekers. In this case, the role of communication media in the recruitment process can be said to be important because it can convey the meaning of the company through job advertisements needed by the company.

According to Daura in the journal Ogotan (2019), recruitment of employees in a company has a goal, namely to get employees to meet labour needs so that the company can continue to run. Maisaroh Siti et al. (2019) stated that the purpose of recruitment according to the expected labour will be able to complete the tasks and work assigned to him in the most efficient way possible in order to achieve the goals of the company.

2.3. E-Recruitment

Purnomo in the journal Alhamad et al. (2022) states that e-recruitment is a manifestation of technological advances that have brought great benefits to company recruitment and ideal implementation can be run successfully by all types of companies more than the assumption that the company will benefit from the system. The results of previous

research conducted by Mayfield & Mayfield (2023) show that *e-recruitment* has a positive influence on interest in applying for a job. In this *e-recruitment*, companies use their company websites, organizations, or use advertisements to notify job vacancies online.

2.4. *Social media*

Widhayani & Utama (2020) stated that social media is identified as a new type of online media, which shares some or all of the following characteristics: participation, openness, conversation, community and connectivity.

2.5. *Online media*

Online media is media published in cyberspace, online media, namely websites/sites that function as electronic communication media that are not bound by space and time with the aim of providing actual information that can be accessed by the public in real time. (Fadilla, 2020). According to Husna, Prasetya, et al. (2021a), online media is one type of mass media that is popular and distinctive. The uniqueness of online media lies in the need to have an information technology network and use computer devices, in addition to knowledge of computer programs to access information/news.

In the book *Mass Communication Theory* compiled by Vivian, there is a problem that many parts of the world cannot access the internet. All countries in the Middle East and Africa as a whole have only 7.5 million web users (Zaenuri & Harjanta, 2023). Iswara in the journal *Setiawan* (2017) explains the general characteristics of this type of media, namely actuality, updating information, interactivity, personalization, expandable load capacity, and hyperlink.

2.6. *Efficiency*

Efficiency comes from the word efficient, meaning appropriate to produce something by not wasting too much time, energy and costs. Efficiency in full is the accuracy of the method (effort, work) by using a little energy, time and money but producing (Helnry Simamora in Angkouw & Simon, 2021). Efficiency means the ability to carry out tasks properly and precisely by not wasting time, energy and costs. Likewise, in pastoral leadership, pastoral efficiency involves the pastor's personality to maximise the potential that exists in him..

According to Mirza et al. (2023), the suggestion that efficiency is the accuracy of the way (effort, work) in carrying out something by not wasting time, energy and costs. Efficiency also means the ratio between input and output or cost and profit. Meanwhile, according to the statement quoted by H. Emerson, efficiency is an interesting comparison between input (input) and output (the result between profit and resources used), as well as the optimal results achieved with the use of limited resources. In other words, the relationship between what has been completed.

2.7. *Effectiveness*

In line with the results by Asnawi Sujud in the journal *Hidayah* (2021) explains that effectiveness is a success in the implementation of a task and function, plan or programme, provisions or rules and objectives of ideal conditions. Meanwhile, Hidayat in the journal *Hidayah* (2021) argues that effectiveness is a measure to state how far the target (quantity, quality and time) has been achieved.

2.8. *Trust*

While Webster's Third New International Dictionary explains Trust is an implication of assured towards another which may rest on blended evidence of experience and more subjective grounds such as knowledge, affection, admiration, respect, or reverence (Arfin, 2022). The essence of trust put forward in Webster's Third New International Dictionary is the implication of a confident attitude towards another person / thing that is based on mixed/combined evidence of various experiences and basically more subjective grounds such as knowledge, affection, admiration, respect, or reverence.

In order to get loyal consumers, companies must first gain the trust of consumers according to Reichhled and Schefter in Martinez and Bosque in the Valentina, & Jin (2021). The way to measure consumer trust can be seen in the indicators of the consumer trust variable which refers to Robbins' theory (in Valentina, & Jin (2021). These indicators include Integrity, Competence, Consistency, Loyalty, and Openness.

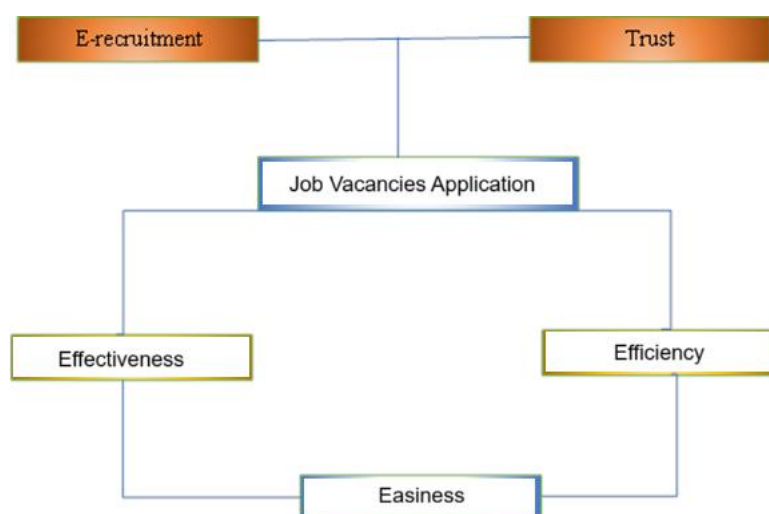


Figure 1. Conceptual Framework

3. Research Method and Materials

3.1. Research Methods

The writing method in this research is qualitative with interviews and documentation with Human Resource Development of Insurance companies that carry out the e-recruitment process. According to Saryono (in Harahap, 2020) qualitative research is research used to investigate, discover, describe and explain the features of social influences that cannot be explained or measured through a qualitative approach. According to Sugiyono in Suryani et al. (2023) the research procedure is an objective method for obtaining information with specific purposes and properties.

Researchers used purposive sampling techniques to obtain research informants. According to Saleh in Hikmah Perkasa et al. (2020), purposive sampling is a sampling technique with certain considerations or it can be said that purposive sampling is a sampling technique that is carried out based on the characteristics set for the target population elements that are adjusted to the research objectives. The researcher obtained three informants using purposive sampling technique which refers to predetermined characteristics.

3.2. Type of the Data

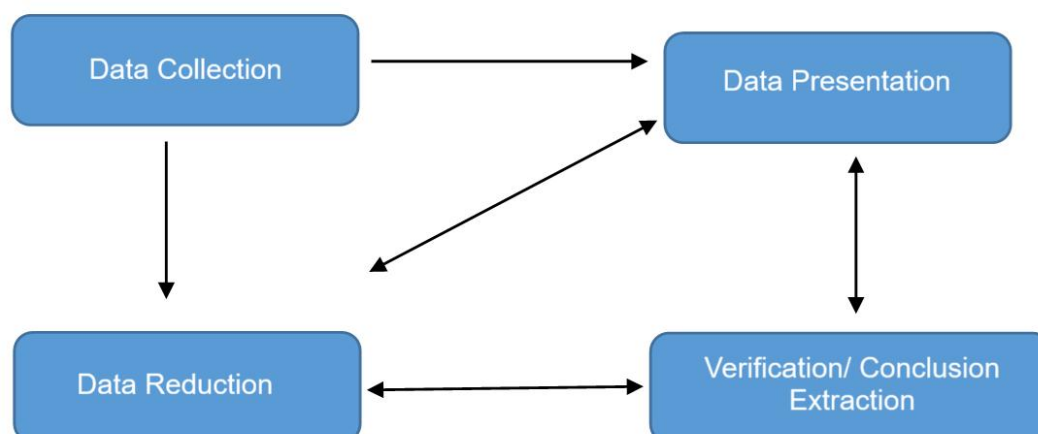
Therefore, this research focuses more on the issue (quality) of data, not the quantity (quantity) of data. The researcher is actively involved in determining what is desired. Therefore, the research instruments must participate directly in the field because the qualitative approach aims to understand and explain complex social phenomena in highlighting marginalized perspectives and producing relevant knowledge (Ningsih et al., 2023).

3.3. Location and Time of Research

This research was conducted on Human Resource Development Insurance in Denpasar City in December 2023.

3.4. Data Source

According to Lofland (in Belia et al., 2023) "The main data sources in qualitative research are words, and actions, the rest are additional such as documents and others". Data sources were taken from documents, interview results, field notes, and observations results.



Figures 2. Correlation between Analysis Data and Collection Data Based on Miles and Huberman

4. Results and Discussion

4.1. Result

The results of observations made by interviewing research informants selected through purposive sampling technique. Three research informants were obtained who fulfilled the predetermined informant criteria. Informants were Human Resources Development (HRD) at Insurance companies that undergoing e-recruitment process. Interviews were conducted with interview guidelines that had been prepared in accordance with the formulation of the problem regarding the effectiveness and efficiency of e-recruitment in employee recruitment of a company.

The interview began with one of the informants as HRD at an insurance company who was asked questions related to the use of e-recruitment in the employee selection process carried out by the company. The informant stated that his place of work had implemented an e-recruitment recruitment system so that the recruitment process could be carried out systematically and become more efficient.

The informant said that the company where he worked also implemented an e-recruitment system where applicants could fill out a registration form via the website or link provided by the company. Meanwhile, other informants added information about the company where they worked.

Based on the information from all informants, it is known that employee recruitment at the company is entirely done online. The company utilizes an online system to streamline recruitment activities carried out by the company. The next question was regarding whether the company conducted externally or internally, the informant gave a similar answer where all sample companies used internal or external recruitment.

The recruitment process utilizes both external and internal process, which means to make it easier in disseminating information to prospective applicants. Utilizing the company's social media to distribute vacancy brochures as an external recruitment activity and also disseminating vacancy information to internal company employees is one of the recruitment activities carried out internally.

The information provided is in line with the information by other informants. Optimization of recruitment activities internally and externally was carried out in order to attract more applicants so that the recruitment process can be in line with the company's expectations to obtain employees who meet the company's criteria.

The next question is regarding how the e-recruitment process was carried out at the informant's company using the same method, which was carried out by disseminating information via social media and then completing the registration via the link provided. Then, distribution of job vacancy brochures was conducted via social media directly from company employees and then applicants register via the website or link provided. The initial registration process by applicants was carried out online and face to face or offline. This depends on company policy and the leadership's ability in the selection process at the next stage or interview stage.

The recruitment process for each company has different stages depending on the company's policies. Each company

has its own views and adapts them to the company's circumstances and company needs.

The next question is about where company job vacancies can be found. Information regarding job vacancies opened by the company was carried out externally and internally. Externally was distributed on social media owned by the company and also on social media related to job seekers. Internally was done by disseminating information about job vacancies to company employees via the company's WhatsApp group and at meetings. This is considered the most efficient in disseminating information about existing job vacancies.

The information above is in line with information provided by other informants who stated that the dissemination of information regarding job vacancies was carried out through the company's social media and the company website and also through disseminating information to other company employees. This method is effective in attracting more applicants because the registration process is very flexible and efficient.

The next question is whether the process carried out by the company meets qualification standards. According to the information provided by the informant, the recruitment process carried out met the qualifications because the process met existing standards where information regarding job vacancies was shared transparently so that many people knew about the job vacancies that were being opened by the company. Other informants also said the same thing regarding the recruitment process they carried out based on existing qualification standards so that no violations were committed in the recruitment process they carried out.

The next question is about how long the e-recruitment process takes for the company to find candidates. The answers given by each informant were different because the recruitment process carried out was also different. The recruitment process for each company has different processes and stages depending on the company. According to information from informants, it is known that each company has a different recruitment time frame. The fastest is one month and the longest is three months. This was influenced by the company's schedule and the time availability of company leaders to participate in the recruitment process.

The next question is regarding the impact felt by the company in the e-recruitment process. The three informants stated that the e-recruitment process makes the company easier in the employee recruitment process so that it can save time. The online recruitment process makes the company's time more efficient, especially for HRD in the employee recruitment process, so that the impact felt is the ease of the process. The e-recruitment process provides many conveniences for companies because the time is flexible and the process becomes more efficient.

E-recruitment also makes it easier to filter applicants through the files collected because the screening can be done automatically by the system created by the company. Therefore, the employee screening process can run quickly and more efficiently for HRD and the company. The next question is about how effective e-recruitment is in finding employee candidates. The results of interviews with informants indicated that the e-recruitment process was felt to be very effective because it could provide both the recruitment process and the screening process for employee candidates who could be selected for vacancy openings by the company.

The online recruitment process provides many benefits and is felt to be very effective. Both in terms of time and the candidate screening process, in terms of costs, it is also stated that the online recruitment process is able to save costs in several processes. For instance, the provision of printed brochures has been replaced with softcopy brochures. Another thing that is considered to be effective is that the applicant file screening process can be assisted by a system and can be developed by the company itself so that it can be done automatically and save the time and costs required if the process is still done manually.

Other informants have the same opinion, where they feel that e-recruitment really helps streamline the time and costs incurred by the company. The e-recruitment process helps companies streamline the employee recruitment process that the company will carry out.

Other information regarding the extent to which the e-recruitment process providing convenience is similar to the explanation in the previous question that the e-recruitment process gives a lot of convenience in the recruitment process carried out by the company

The perceived convenience is in terms of more flexible time. The recruitment process can be shortened by screening candidates online. With the process carried out online, it is easy to sort and filter candidates and also check the files uploaded by candidates. Another thing that is felt is that recruitment times can be adjusted and flexible depending on the time set by the company and the candidate's request.

The next question is about how companies can convince candidates to apply to the company. The company offers

many attractive facilities for employees who join the company to increase employees who come to apply to the company. Attractive vacancy openings are also important as many candidates see positions that are really needed. If the company opens vacancies in strategic positions, it will be in line with more and more candidates coming to apply.

Other informants also gave similar answers, namely that a good position and the facilities offered can influence the applicant's decision to fill the vacancy offered by the company. The more applicants who register, the more choices the company will have, which will have an impact on the quality of the employees produced who can be the best from the many choices available.

4.2. Discussion

Based on the research results that have been presented from observations by interviewing research informants who matched with the characteristics of this research, results were obtained as a basis for discussing this research. The employee recruitment process carried out routinely by companies involves the HRD department as a filter for employee candidates at each company. In this observation, interviews were conducted with three HRD people from different companies with the aim of obtaining the information needed to discuss this research.

Human Resource Management is the science and art of managing the relationship and role of labour so that it effectively and efficiently helps realise the goals of the company, employees and society. The role of HRD is as human resource management in the company. HRD as a filter in the recruitment process carried out by the company. HRD filters candidates who apply to the company and is selected according to the company's needs.

Information in the observation process is obtained in the recruitment process carried out by companies today utilizing developing technology. The role of technology can help the recruitment process run in accordance with the company's goals in recruiting employees. According to Anwar & Abdullah in Adi (2021), Recruitment is a key function of the HR department and the recruitment process is the first step towards competitive quality and strategic advantage recruitment for associations. Recruitment is the process of finding and capturing qualified or suitable applicants to fill vacant positions.

Employee procurement can be achieved properly if the company can get as many prospective employees or applicants as possible so that the company can obtain and select prospective employees who are truly qualified and in accordance with the specified requirements. (Amali et al., 2023).

One of the recruitment processes chosen by the company is using e-recruitment. This is the number and category of employees required that are determined in formal employee planning or HR management. E-Recruitment is prepared through detailed planning. Then defined also by Purnomo in the journal (Alhamad et al. (2022) which states that e-recruitment is a manifestation of technological advances that have brought great benefits to company recruitment and ideal implementation can be run successfully by all types of companies more than the assumption that the company will benefit from the system.

The use of e-recruitment in the employee recruitment process at the company is an attractive option for companies, especially for the company's HRD. The use of online technology in candidate screening is the right choice to streamline and make the employee recruitment process carried out by the company more efficient. The use of e-recruitment provides convenience from various sides for companies. The convenience is felt both in terms of time, cost, process, and labour.

The results of previous research conducted by Mayfield & Mayfield (2023) showed that E-recruitment has a positive influence on job application interest. In E-recruitment, companies use their company websites, organisations, or use advertisements to notify job vacancies online. The online recruitment process helps companies control the recruitment process quickly.

The online recruitment process is carried out by utilizing existing technology, such as the use of a screening system that can be created by the company to filter candidates who have entered the company's applicant data. The process of disseminating information about company vacancies can also utilize the company's social media.

Utilizing social media to disseminate information about job vacancies held by companies is one of the right choices because the dissemination of vacancy information can be done online without the need to print vacancy brochures and distribute them to the public. Dissemination via social media has advantages in terms of time and cost. In terms of time, distributing brochures online can reach a wider community because the social media network is very extensive so that information can be disseminated faster than manually distributing brochures to people. In terms of costs, not printing brochures can save the company's expenses in terms of printing costs.

The employee recruitment method will affect the number of prospective employees who take part in the selection. Recruitment methods are divided into 2 according to the theory put forward in the journal of Ogotan (2019), which reveals several methods that can be used to obtain employees for a company, namely internally and externally. The choice of recruitment method has an influence on the success of recruitment carried out with the aim of reaching more applicants.

The next method is external, where information about job vacancies is disseminated via social media owned by the company. The social media used can be of various types, such as Facebook, Twitter, Instagram, WhatsApp, TikTok, LinkedIn, or on the company website. The use of social media is well optimized because it can target more of the wider community. This is because the dissemination of information via social media is faster and has a wider reach. Because nowadays most people are technology literate so information can be conveyed quickly via social media and other online media.

According to Daura in the Ogotan (2019) journal, the employee recruitment process is a sequence of work or work steps used to obtain employees. This process is carried out in stages to make it easier to obtain employees who meet the qualifications and how to apply them to each recruitment process. The selection of e-recruitment in recruiting company employees is one of the right steps in terms of streamlining and streamlining the recruitment process carried out.

E-recruitment is a job vacancy information packaged in the form of advertisements or commercials that are useful for recruiting employees online, to get the employees they need. This process can streamline time, costs, and the recruitment process carried out.

In terms of cost, e-recruitment can reduce the cost of printing vacancy brochures and the cost of implementing recruitment if done manually. In e-recruitment, registration activities and screening of job candidates can be done online and with the help of a recruitment system prepared by the company. With the system created by the company, the screening of applicants in terms of file selection and recording of applicants can be done more efficiently and more structured. This can minimize expenses for the manual selection process, which certainly requires a lot of costs in terms of screening implementation because it requires more manpower to select it. With the help of the system used and by uploading applicant files, it will facilitate the selection process carried out by HRD by only utilising the system that has been prepared.

The use of e-recruitment can make it easier to reach many applicants who want to join the company as a website or link to register is provided and there is no need to manually send the required files. This has a big impact on the ease and efficiency of the company's recruitment process so that it can run effectively.

The recruitment process will be able to run more efficiently than usual if it were still done manually. Therefore, the time required will also be more flexible. Companies can arrange time according to the company's needs and requirements. This will make the recruitment process carried out by the company more effective.

The impact that can be seen from a process perspective is that many processes can be carried out more simply. For example, in the registration process and file collection. Collecting files online will make it easier for HRD to sort the collected files. That way, the recruitment process will run faster and there will be no need to go through a longer sorting process.

Another impact is that the range of applicants will become wider so that more and more applicants will register with the company. The more applicants there are, the better it will be for the company because it can select the quality of applicants well and can choose the best applicants among the best. Online registration also makes it easier for companies to carry out sorting because the system provided makes it easier to select employee candidates easily.

To get loyal consumers, companies must first gain the trust of consumers according to Reichheld and Schefter in Martinez and Bosquein the (Valentina, & Jin, 2021). The company in its efforts to gain consumer trust is to offer good facilities for job applicants who wish to become part of employees at the company. In addition, opening job vacancies in positions that are in high demand can also affect applicants' interest in applying for jobs with the company. So, to get more attention from applicants, attractive offers are made on job vacancy brochures that cause many applicants to be interested in joining the company.

Based on the description above, it can be concluded that the process of e-recruitment provides many conveniences for companies in the process of recruiting new employees. It also has an impact on the effectiveness of the ongoing recruitment process and can make it more efficient in terms of time, costs and also the implementation process. So, it is found that the use of e-recruitment can be recommended for other companies that have not used it in order to make

the recruitment process more effective and efficient.

The development of information technology has brought significant changes in various aspects of life, including the recruitment process. This research aims to analyze the role of technology in increasing the effectiveness and efficiency of the e-recruitment process through the use of job vacancy applications in the digitalization era. The research method used is a literature study and survey of companies that have implemented e-recruitment technology. The research results show that the use of technology in e-recruitment not only speeds up the candidate search and selection process, but also improves the quality of recruited candidates through a better screening system.

The use of technology in e-recruitment has been proven to reduce the time required to complete traditional recruitment stages, such as vacancy announcements, CV screening, and interview schedules. This is in line with previous research findings which highlight the role of technology in increasing the efficiency of the recruitment process (Smith & Johnson, 2017). In addition, technology also allows for better candidate screening through the use of algorithms and automation systems, which are able to better identify relevant qualifications and reduce human bias in the selection process (Junior, 2023).

Job vacancy apps also play an important role in creating a more transparent and satisfying recruitment experience. Previous research has highlighted the importance of open communication between companies and applicants in increasing applicant satisfaction (Lee & Wang, 2019). With the job vacancy application, information and communication between companies and prospective applicants becomes more easily accessible, thereby creating a more transparent and satisfying recruitment experience.

Furthermore, e-recruitment technology also makes a significant contribution to achieving organizational goals effectively and efficiently. The implementation of technology in recruitment can increase labor productivity, reduce recruitment costs, and strengthen the company's competitive position in the labor market (Gupta, Patel, & Sharma, 2020). Thus, this research concludes that technology plays a crucial role in modernizing and optimizing the recruitment process in the era of digitalization, which in turn contributes to achieving organizational goals more effectively and efficiently.

5. Conclusion

Based on the discussion presented in the previous chapter, the research concludes that the e-recruitment system significantly enhances the efficiency and effectiveness of a company's recruitment process. The e-recruitment process streamlines recruitment by reducing costs, saving time, and simplifying procedures. Costs are minimized because the process is conducted online, which lowers expenses. Time efficiency is achieved as the process can be conducted flexibly, anytime and anywhere, allowing for more adaptable scheduling. The process itself is optimized through the ability to conduct certain selection stages online, simplifying the overall implementation. These benefits contribute to a more efficient and effective recruitment process for companies. Moreover, the transparency and convenience of the e-recruitment system can increase applicants' trust in the company, increased by the attractive facilities and open positions offered by the organization.

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