

Research Article

The Impact of Digital Recruitment on Organizational Performance through Talent Acquisition Effectiveness

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Abstract: *This study aims to explore various factors influencing the implementation and success of digital recruitment strategies in organizations, as well as examine their strategic role in strengthening knowledge-based competitiveness. The study was conducted using a Systematic Literature Review (SLR) approach, referring to the PRISMA 2020 guidelines. Data sources included international scientific articles published between 2019 and 2024, collected from databases such as Scopus, Google Scholar, and ScienceDirect. The analysis technique used a content analysis approach to formulate themes and patterns from the results of previous studies. The study results revealed that the effectiveness of digital recruitment is influenced by internal factors such as managerial leadership and technological readiness, as well as external factors such as competitive pressures. The findings also indicate that digitalization in the recruitment process supports efficiency, expands the scope of potential candidates, and strengthens the organization's image. Furthermore, this study highlights the need for attention to ethical aspects and long-term evaluation of the use of technology in recruitment. This study provides important input for organizations in designing sustainable technology-based recruitment policies.*

Keywords: *Digital Recruitment, Human Resources, Digitalization, Competitive Advantage, Technology-Based Recruitment System*

1. Introduction

The digital transformation of the past decade has fundamentally changed the human resource management (HRM) landscape, particularly in the recruitment and selection process. Advances in artificial intelligence (AI)-based technologies, big data analytics, professional social media, applicant tracking systems (ATS), and algorithm-based recruitment platforms have driven a paradigm shift from traditional recruitment to a more structured, faster, and data-driven digital recruitment (Kuzior et al., 2021; Woods et al., 2020). This shift not only impacts administrative efficiency but also influences organizations' strategies for acquiring and retaining top talent amidst increasingly knowledge-based global competition.

The COVID-19 pandemic dramatically accelerated the digitalization of recruitment. Organizations were forced to adopt virtual interviews, online selection, and technology-based assessment systems in a relatively short time (Rockney et al., 2021; Schilling et al., 2023). Studies show that adopting digital technology in recruitment can increase the number of applicants, expand the geographic reach of candidates, and reduce the operational costs of the selection process (Rockney et al., 2021). Digital approaches also enable organizations to reach candidate groups previously difficult to access through conventional methods (Tan et al., 2022).

Digital recruitment is now seen as an integral part of an organization's overall digital transformation. Trenerry et al. (2021) emphasize that digital readiness at the individual, group, and organizational levels is a key factor in the success of workplace transformation. In this context, digital

recruitment is not simply an administrative tool, but rather a strategic mechanism for acquiring the digital competencies organizations need to face technological disruption. Blanka et al. (2022) emphasize that employee digital competency is a key determinant in driving organizational transformation and innovation.

Although the literature demonstrates the positive potential of digital recruitment, existing empirical findings remain inconsistent. Several studies have found that digitalization significantly improves company attractiveness and employee retention (Habachi et al., 2022). Digital recruitment is considered capable of enhancing employer branding and accelerating the matching of candidates to organizational needs. However, Woods et al. (2020) suggest that the predictive validity and reliability of digital selection procedures are still not fully established scientifically. Concerns regarding algorithmic bias, adverse impacts, and perceived unfairness in AI-based selection raise questions about the long-term effectiveness of such systems.

Frampton et al. (2020) in their systematic mapping showed that many digital recruitment studies are still observational and lack strong experimental evidence regarding their impact on organizational outcomes. Thus, there is a gap between claims of technological efficiency and empirical evidence regarding its contribution to organizational performance. This inconsistency indicates that the causal relationship between digital recruitment and organizational performance is not yet fully understood.

Besides empirical inconsistencies, digital recruitment studies also show significant theoretical fragmentation. Some research is rooted in technology adoption perspectives such as the Technology Acceptance Model (TAM) and UTAUT to explain user acceptance of digital systems (Trenerry et al., 2021). These perspectives emphasize perceived ease of use, perceived usefulness, and social influences in determining technology adoption. On the other hand, research in industrial-organizational psychology focuses more on construct validity, applicant reactions, and fairness aspects in digital selection (Woods et al., 2020).

In the realm of strategic management, the Resource-Based View (RBV) approach positions talent as a strategic resource capable of creating sustainable competitive advantage (Blanka et al., 2022). This perspective views digital recruitment as a means of acquiring valuable, rare, difficult-to-imitate, and irreplaceable human capital. However, each of these approaches tends to stand alone and has not been integrated into a single conceptual framework capable of explaining the transition mechanisms from technology adoption to improved organizational performance.

The lack of integration between perspectives limits the ability to explain how factors such as managerial support, technology readiness, organizational culture, user acceptance, selection process effectiveness, and talent acquisition quality interact to influence organizational performance. Habachi et al. (2022) demonstrate the importance of management support in enhancing the effectiveness of digital recruitment, but do not explicitly link it to the organization's long-term strategic framework. Trenerry et al. (2021) discuss digital transformation readiness but do not specifically elaborate on its implications for recruitment performance and organizational outcomes.

Recent literature reviews also show that while research on digital tools in recruitment has increased significantly since 2020, much of it remains descriptive or focused on specific contexts such as clinical research or digital health projects (Schilling et al., 2023; Tan et al., 2022). Research explicitly developing integrative conceptual models linking digital recruitment to organizational performance remains limited, particularly in the context of knowledge-based organizations and developing countries.

Taking these dynamics into account, four main issues can be identified in the current digital recruitment literature:

- a) inconsistency of empirical findings regarding its impact on organizational performance;

- b) fragmentation of theory between technological, behavioral, and strategic perspectives;
- c) lack of integration of causal mechanisms between factors; and
- d) the lack of an integrative conceptual model capable of explaining the multi-layered relationship between digital recruitment effectiveness and organizational performance.

Based on these gaps, this study conducted a Systematic Literature Review (SLR) to synthesize the latest empirical and conceptual findings, identify developmental patterns in digital recruitment research, and develop an integrative framework that bridges technological, behavioral, and organizational strategy perspectives. This study is expected to provide theoretical contributions to enrich the digital HRM literature and practical contributions to designing sustainable, technology-based recruitment strategies oriented toward long-term organizational performance.

2. Literature Review

Conceptualization of Digital Recruitment

Digital recruitment refers to the use of digital technology across all stages of the recruitment process, from candidate search and application screening to interviews and job offers. This transformation includes the use of professional social media, applicant tracking systems (ATS), artificial intelligence (AI), machine learning, and data-driven analytics to improve the effectiveness of matching candidates to organizational needs (Kuzior et al., 2021; Woods et al., 2020).

In the context of modern HR, digital recruitment is no longer positioned as an administrative tool, but rather as part of a broader organizational digital transformation. Trenerry et al. (2021) emphasize that workplace digitalization requires organizations to adapt their structures, competencies, and strategies to compete in a digitalized environment. Digital recruitment is an initial mechanism for building an organization's digital capabilities through the acquisition of relevant talent.

Woods et al. (2020) categorize digital selection procedures (DSPs) as systems that offer speed, efficiency, and a more interactive candidate experience. They also highlight that the validity and reliability of technology-based selection tools still require more robust empirical testing. This demonstrates that digital recruitment has complex technical and psychometric dimensions.

Technology Adoption Perspective: TAM and Digital Recruitment

Most literature explains digital recruitment through a technology adoption perspective, particularly the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT). These perspectives emphasize that technology acceptance is influenced by perceived ease of use and perceived usefulness (Trenerry et al., 2021).

In the context of digital recruitment, factors such as managerial support, technological readiness, and employee digital competence influence the adoption rate of technology-based recruitment systems (Habachi et al., 2022). Habachi et al. (2022) found that management support significantly influences internet use in the recruitment process and increases a company's attractiveness to applicants.

Blanka et al. (2022) emphasized that employee digital competence is a crucial prerequisite for driving the success of an organization's digital transformation. Without individual and organizational readiness, digital systems tend not to have an optimal impact on performance. The technology adoption perspective provides important explanations regarding system acceptance factors, but this approach tends to focus on the early stages of technology use and does not comprehensively explain how adoption translates into improved organizational performance.

Strategic Perspective: Resource-Based View and Talent Acquisition

In strategic management, digital recruitment is often associated with the Resource-Based View (RBV), which emphasizes that an organization's competitive advantage stems from assets that are valuable, rare, difficult to imitate, and irreplaceable. Quality talent is a form of strategic human capital that meets these characteristics (Blanka et al., 2022). Digital recruitment enables organizations to access candidates globally, leverage data for fit analysis, and build a strong employer brand (Habachi et al., 2022). Digital recruitment serves as a strategic mechanism to strengthen an organization's competitive position.

Most research within the RBV perspective merely emphasizes the importance of talent without elaborating on the operational mechanisms by which recruitment technology mediates the relationship between strategy and organizational performance. This situation indicates a conceptual gap in explaining the transition path from digital recruitment to organizational performance.

Behavioral and Applicant Reaction Perspective

Another approach in the literature highlights applicant reactions to digital selection systems. Woods et al. (2020) emphasize the importance of construct validity and perceived fairness in technology-based selection procedures. Negative perceptions of algorithms or a lack of transparency can impact an organization's image and an applicant's decision to accept a job offer. Rockney et al. (2021) show that virtual recruitment increases the number of applicants but also poses challenges in establishing interpersonal interactions that typically occur in face-to-face processes. Tan et al. (2022) suggest that digital engagement can broaden participation, but remains dependent on technological accessibility and candidates' digital literacy.

A behavioral perspective enriches understanding of the psychological dimensions of digital recruitment, but is often separated from strategic and technological perspectives. The literature is fragmented between technical, strategic, and psychological dimensions.

Identified Theoretical Fragmentation and Need for Integration

The literature review shows that digital recruitment research is developing in three main streams:

- a) technology adoption perspective (TAM/UTAUT),
- b) strategic perspective (RBV and digital transformation), and
- c) behavioral perspective (applicant reaction and fairness).

Each stream makes significant contributions, but they are rarely integrated into a comprehensive conceptual model. Studies on technology adoption tend to stop at the level of system usage. Strategic studies emphasize the importance of talent but don't elaborate on the mechanisms of digitalization. Behavioral studies focus on applicant perceptions without explicitly linking them to long-term organizational outcomes.

Frampton et al. (2020) show that most studies on digital tools are still descriptive and have not sufficiently developed integrated causal models. This inconsistency in empirical results and fragmentation of theory demonstrate the need for a synthetic approach that can link organizational factors, technology adoption, recruitment effectiveness, and organizational performance within a single, integrative framework.

Toward an Integrative Conceptual Framework

The literature synthesis indicates that the effectiveness of digital recruitment is not solely determined by technology, but by the interaction between managerial support, organizational readiness, user acceptance, and talent management strategies. The integration of the TAM and RBV perspectives allows for a more comprehensive explanation of how technology acceptance mediates the relationship between organizational factors and the creation of talent-based competitive advantage. This literature review emphasizes the need to develop an integrative conceptual model

that bridges technological, behavioral, and strategic perspectives in explaining the relationship between digital recruitment effectiveness and organizational performance.

3. Method

This research was conducted using a systematic literature review approach, referring to the PRISMA 2020 framework as the main guideline in the process of collecting and filtering sources. Data sources were obtained from various international academic databases such as Google Scholar, ScienceDirect, and Web of Science, using the keyword "digital recruitment." The established inclusion criteria included scientific articles published between 2019 and 2024, both in English and Indonesian, and specifically discussing the theme of digital recruitment in the context of human resource management.

The initial step was to identify all relevant articles, followed by a selection process that involved screening abstracts and full text based on topic relevance and publication quality. From the screening results, 20 primary articles were selected that were most relevant and met academic standards for further analysis.

To analyze the collected data, a content analysis method was used, which was conducted by examining important elements of each article, such as author identity, year of publication, research focus, method design, sample characteristics, and key conclusions. The results of the analysis were then compiled and grouped into broad themes that reflect the theoretical and practical trends and directions in digital recruitment development.

This research also developed a thematic synthesis mapping, which included identifying factors influencing the successful implementation of technology in recruitment, its impact on the organization, and its contribution to achieving knowledge-based competitive advantage. The framework used draws on a combination of concepts from the Theory of Planned Behavior (TPB), the Technology Acceptance Model (TAM), and the Resource-Based View (RBV) perspective.

Through this approach, this research is expected to provide theoretical and practical contributions in enriching the scientific discourse on digital recruitment, as well as serving as a reference in designing recruitment policies that are adaptive to technological changes and the needs of modern organizations.

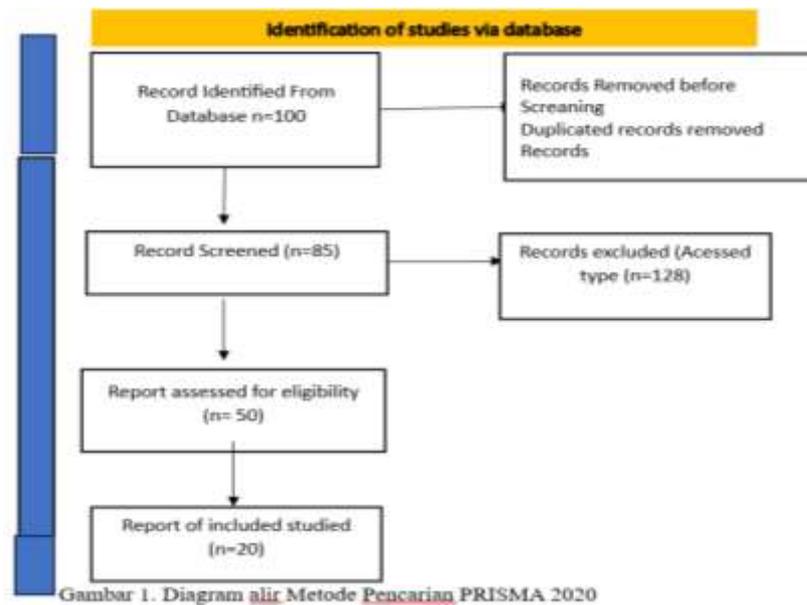


Figure 1. Flowchart of the PRISMA 2020 Search Method

4. Results and Discussion

A systematic literature review of 20 scholarly articles shows that digital transformation has significantly impacted recruitment processes in modern organizations. Key findings indicate that the use of digital technologies not only accelerates the selection process but also improves the quality and reach of candidates, particularly through the use of social media, artificial intelligence (AI), applicant tracking systems (ATS), and other online platforms. These changes have created new dynamics in human resource management practices, requiring organizations to strategically adapt to technological developments. Thematically, the research findings reveal three broad categories:

a) Determination of Digital Recruitment Effectiveness

Several articles, such as those by Habachi et al. (2022), emphasize that top management support and internal technological readiness are key prerequisites for successful digitalization of the recruitment process. Other factors, such as an organizational culture open to innovation and employee digital competency readiness, have also been shown to strengthen the success of technology-based recruitment implementation. This phenomenon can be explained using the Technology Acceptance Model (TAM), which emphasizes the importance of perceived ease and benefits of using technology as drivers of digital system adoption.

b) Implications of Strategus for Organizations

Digital recruitment is no longer just an operational tool but has evolved into an integral part of an organization's strategy to build an image as an employer of choice. Analysis of several articles, including one by Podhorcová and Balková (2023), shows that social media platforms such as Facebook and LinkedIn have become key channels for strengthening employer branding, attracting young talent, and adapting to the communication patterns of the digital generation. This is consistent with the Resource-Based View (RBV) approach, which states that quality talent is a strategic resource that determines competitive advantage.

c) Contribution to Knowledge-based Competitiveness

A recent study shows that organizations that successfully integrate digital recruitment with knowledge management tend to be more adaptive to technological disruption. Digital recruitment enables data-driven talent identification and mapping, which supports the formation of innovative work teams. The study also emphasizes the importance of synergy

between big data analytics and competency assessment systems in selecting candidates who align with the organization's long-term vision.

Comparison with previous literature strengthens the validity of these findings. For example, research by Trenerry et al. (2021) emphasized that digital transformation in the workplace must consider individual and organizational readiness, including new skills training, changing work patterns, and adaptive digital system support. Furthermore, Li et al. (2022) demonstrated that participant retention success in a digital study was largely determined by the technical comfort and accessibility of the digital platform used—a parallel to digital recruitment, which also demands a positive candidate experience.

Answering the research questions raised in the introduction, it can be concluded that digital recruitment plays a strategic role in increasing process efficiency, strengthening organizational image, and acquiring superior human resources. The integration of technology into recruitment, if implemented adaptively and ethically, will be a key driver of the competitiveness of knowledge-based organizations.

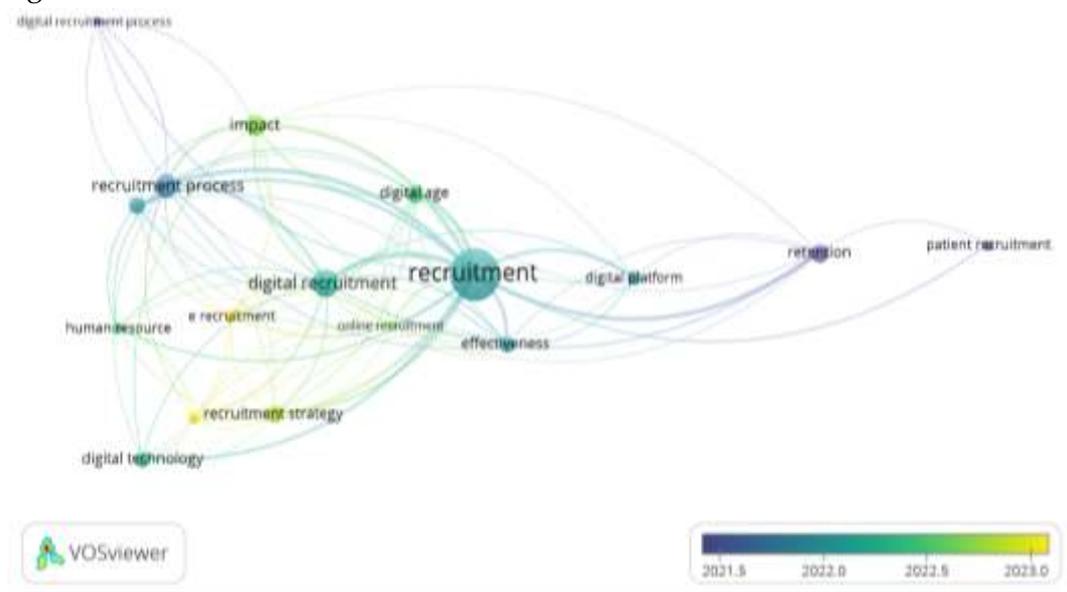


Figure 2. Visualization results with the VosViewer application

This image is a keyword co-occurrence map created using VOSviewer software, depicting the relationships between terms in scientific studies on recruitment. Each circle represents a keyword, with its size indicating how frequently it appears in the analyzed document set. The word "recruitment" appears at the center of the entire network, indicating its central role in the topic of this study. The coloring of each element indicates the average time the keyword appears in publications, with a gradient from blue (2021) to yellow (2023).

Words in blue, such as “retention” and “patient recruitment,” indicate that they have been discussed previously, while terms in green and yellow, such as “recruitment strategy” and “digital technology,” reflect that these topics are more frequently discussed in newer publications and have the potential to become emerging trends.

The connecting lines between the circles indicate the relationship or association between the keywords, while the thickness of the lines indicates the strength of the relationship in the literature. This visualization reveals a trend in recent research to highlight digital transformation in recruitment

practices. This is demonstrated by the emergence of terms such as "digital recruitment," "e-recruitment," and "online recruitment" which are closely linked. Furthermore, the emergence of terms such as "effectiveness," "impact," and "strategy" indicates that the evaluative aspect of technology-based recruitment implementation is also a significant focus. Overall, this visual map provides insight into the direction of research developments in the field of recruitment, which is increasingly emphasizing the use of digital technology and the importance of strategy in improving organizational efficiency. For researchers and practitioners, this visualization can be a valuable reference for identifying scientific trends and exploring the potential of underexplored topics.

Table 1. Relevant Research

No	Reference	Title	Research methodology	Research result
1.	Muhammad Habachi, Zakia Nuraini, Cheklebire Malainine, Omar Haji (2022)	The impact of digitalization on employee recruitment attraction and retention in Moroccan companies.	The impact of digitalization on employee recruitment attractiveness and retention in Moroccan companies.	Digitalization has a positive impact on employee attraction and retention, with a moderating role of management support for the use of e-recruitment.
2.	Jana Podhorcova and Miluše Balkova, 2023.	Digital Recruitment through Social Networks	Using questionnaires and online interviews with four respondents	Facebook users are more active in finding new sources of information and job opportunities than LinkedIn. Respondents also acknowledged using social media to obtain job information even when they are not actively using it.
3.	SX, Halabi, R.Et.,all., (2022).	Recruitment and Retention in Remote Research: Learnings From a Large, Decentralized Real-world Study.	Secondary data analysis from a remote observational study involving over 10,000 smartphone owners in the US, with active and passive data collection over 12 weeks.	Participant characteristics differed significantly between those recruited through digital advertising and crowdsourcing platforms.
4.	Donner, EK (2022).	Research data management systems and the organization of universities and research institutes: A systematic literature review.	The research uses a systematic literature review method.	RDMS implementation is heavily influenced by organizational factors such as organizational structure, infrastructure, work culture, and strategic considerations.
5.	Trenerry B, Chng S, Wang Y, Suhaila ZS,	<i>Preparing Workplaces for Digital Transformation:</i>	This research is a literature review and development of a framework that	a. Digitalization is driving major changes in business models and the

	Lim SS, Lu HY, Oh PH (2021).	<i>An Integrative Review and Framework of Multi-Level Factors.</i>	integrates various studies and factors at various levels (individual, group, organizational) related to the digital transformation process in the workplace.	<p>competencies required in the workplace.</p> <p>b. Technological changes such as AI, automation, and IoT require companies and employees to adapt quickly and be able to adapt.</p> <p>c. There is a gap between transformation strategy and human factors that needs to be considered.</p>
6.	Huppert LA, Hsiao EC, Cho KC, et al. (2020).	Virtual interviews at Graduate Medical Education training programs: determining evidence-based best practices.	<p>a. This study used a descriptive survey of program directors and ID fellowship applicants in 2020.</p> <p>b. PD respondents were 68 out of 158 (43%) and applicants were at least 23% of the total 365.</p> <p>c. The survey included quantitative questions and open-ended responses that were analyzed using a quantitative content analysis approach.</p>	<p>a. The program experienced a 27% increase in the number of applications received and a 45% increase in the number of applicants interviewed compared to the previous year.</p> <p>b. Applicants highly value online content such as program videos, didactic materials, and fellows' profiles.</p> <p>c. The majority of applicants and PDs agree on the importance of virtual recruitment options and a preference for efficient interview sessions.</p>
7.	Josh Schilling et.,all (2023)	A Digital Health Initiative (COVIDsmart) for Remote Data Collection and Study of COVID-19's Impact on the State of Virginia: Prospective Cohort Study.	This study used a prospective cohort study approach conducted digitally, recruiting participants through digital marketing strategies such as email and newsletters. Data was collected remotely using a HIPAA-compliant digital platform, including validated surveys and questionnaires.	<p>a. Digital recruitment participation and effectiveness rates:</p> <p>b. Of the approximately 3737 users who visited the study website, 782 people (21.1%) agreed to participate.</p> <p>c. The most effective recruitment technique was through email and newsletters, which covered 41.7% of recruited participants.</p>
8.	Elena Adriana Biea, Elena Dinu,	Recruitment in SMEs: the role of managerial	a. This study uses qualitative methods through semi-structured	a. SMEs are increasingly adopting digital technologies such as career

	Andreea Bunica, and Loredana Jerdea. 2023	practices, technology and innovation	<p>interviews with representatives of ten SMEs from various sectors in Romania (T6, T9, T10).</p> <p>b. Interviews were conducted online, audio recorded, and focused on recruitment practices and the use of HR technology.</p> <p>c. Data analysis was carried out using a deductive approach and tracing patterns and meanings from the interviews conducted (T5, T6).</p>	<p>websites, social media, online interviews, and online assessments, including online personality tests (T4).</p> <p>b. The COVID-19 pandemic forced SMEs to shift to digital-based methods, and they began recruiting across regions or countries.</p> <p>c. More flexible and creative recruitment practices, such as offering work-life balance through remote work and other benefits, are increasingly being implemented.</p>
9.	Eiman Alothali et al., 2018	Recruitment Promotion via Twitter: A Network-centric Approach of Analyzing Community Engagement Using Social Identity	<p>a. Data collection: Extracting data from 700 key accounts belonging to the US Army Recruiting Command (USAREC) and the accounts they interacted with during 2022 using Twitter API v1.</p> <p>b. Collecting over 77,000 accounts and 6.8 million tweets, including tweets from key accounts and accounts interacted with through retweets, replies, and mentions.</p>	<p>a. Community Identification Based on Social Identity:</p> <p>b. Using network analysis and identity extraction, researchers managed to group users into four main communities: users interested in military, music, fitness, and e-sports.</p> <p>c. The community is formed from users who voluntarily express their identities through their bios and profile descriptions.</p>
10	Bonina, C., et al. (2021)	Digital platforms for development: Foundations and research agenda	Literature Review: The authors conducted an in-depth review of 49 articles from two main journal categories: ICT4D journals and information systems (IS) journals. Article selection was based on their relevance to the understanding and role of digital platforms in the context of development in developing countries.	This study introduces a categorical framework that differentiates transaction and innovation platforms, along with key characteristics and how platforms create and capture value. These findings enrich the literature by introducing the underlying structures and principles of platforms relevant to development in developing countries.
11	Brigid Trenerry., Et., all., (2023).	Preparing Workplaces for Digital Transformation: An Integrative Review and Framework of Multi-Level Factors	This study conducted a literature search using directed search strategies such as manual searches through reference lists from related literature reviews, as well as searches using the "ancestry and snowballing" citation tracking method.	Strengthening digital skills and training is considered key to enabling employees to adapt to new technologies.

12	Mohamed Habachi, Zakia Nouira, Cheklekbire Malainine, Omar Hajaji (2022)	<i>Impact of digitalization on the attractiveness of employee recruitment and retention in Moroccan companies. Problems and Perspectives in Management</i>	Sampling: This study was conducted in 74 companies across various sectors in Morocco, selected to analyze the influence of digitalization on company attractiveness in employee recruitment and retention processes. Data Collection: Data were collected using a questionnaire containing items drawn from the literature on digitalization and digital recruitment.	<ul style="list-style-type: none"> a. There is a significant positive relationship between management support and internet usage in the recruitment process. b. Digitalization has a positive impact on recruitment performance, which is measured as a company's attractiveness in the employee recruitment and retention process. c. Moderation Effect: Job seeker behavior and competitive pressure do not have a significant moderating effect on the relationship between digitalization and recruitment performance.
13	Christine Blanka aa , * , Barbara Krumay b , David Rueckel b , c	Technological Forecasting & Social Changejournal homepage: 15 February 2022	Qualitative Approach and In-Depth Interviews: Researchers conducted controlled interviews with experts from various fields (e.g., IS, strategic management, HR, innovation, organizational development).	Developing employees' intrapreneurial and digital competencies is a key factor in driving an organization's digital transformation. Research highlights that intrapreneurial competencies, which include creative thinking, proactivity, and risk-taking, are a crucial foundation for supporting innovation and change at the organizational level.
14	Elena Adriana Biea, Elena Dinu, Andreea Bunica and Loredana Jerdea	Recruitment in SMEs: the role of managerial practices, technology and innovation	Type of research: Qualitative, aimed at understanding recruitment practices and the influence of technology in SMEs. Data collection: Through semi-structured interviews with managers and CEOs of purposively selected companies to gain in-depth insights into their recruitment practices.	The Impact of Technology on Diversity and Innovation: SMEs are looking to develop employment benefits such as remote and hybrid work to attract candidates from a more diverse demographic and support work-life balance (T5). Manager Engagement and Desire for More Involvement: Leaders and managers want to be more involved in the recruitment process and retain employees within the company through long-term training and development (T5).
15	Rayner KJ Tan 1,2,3✉, Dan Wu 4 , Suzanne Day 5, Yang Zhao 6, Heidi J. Larson 7,	Digital approaches to enhancing community engagement in clinical trials	Literature Review (Narrative Review): The author conducted a systematic search using the PubMed database with keywords related to the use of digital methods in	Using Digital Methods Increases Engagement and Representation: Many studies have shown that digital methods such as Zoom interviews, WhatsApp discussions, and

	Sean Sylvia 8, Weiming Tang 2, 5 and Joseph D. Tucker 1,		community engagement and clinical research and Qualitative and Descriptive Analysis: references to qualitative studies, such as online interviews, group discussions using WhatsApp, and narrative analysis and Case Studies, online hackathons (e.g. in Germany for COVID-19), as well as the development and testing of digital-based health interventions.	crowdsourcing have expanded participation, especially among traditionally hard-to-reach groups. Limited Access to Technology: It has been found that in countries with limited access to technology, digital participation opportunities remain limited, so they need to be adapted to the local context.
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5. Conclusion

Based on an analysis of twenty scientific articles related to digital recruitment, it can be concluded that digitalization has become a crucial factor in increasing the effectiveness and efficiency of the workforce recruitment process. Technologies such as social media, applicant tracking systems (ATS), and artificial intelligence not only expand the candidate reach but also accelerate the selection process and improve the applicant experience. Furthermore, the integration of digital approaches into recruitment has been proven to support strengthening an organization's strategic position, particularly in building a knowledge-based competitive advantage.

This research also confirms that the successful implementation of a digital recruitment system depends on several key factors, such as managerial support, technological readiness, and an organizational culture that adapts to change. In an increasingly digitalized global context, this approach must be supported by an inclusive, ethical, and data-driven strategy to address future recruitment challenges.

As a follow-up, future research is recommended to delve deeper into the qualitative experience of candidates, as well as explore the application of digital recruitment in the small and medium enterprise (SME) sector in developing countries, in order to create a more contextual and applicable understanding of digital recruitment practices as a whole.

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