The Impact of E-Recruitment Implementation on Company Credibility, Candidate Selection Efficiency, and Process Transparency: Job Applicants' Perspective

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ABSTRACT

This study primarily focuses on the impact of e-recruitment implementation on company credibility, candidate selection efficiency, process transparency, and job applicants' perspectives. Each of these aspects plays a crucial role in influencing how companies build their image, manage candidate selection processes, and how applicants respond to and interact with online recruitment processes. This study employs a mixed-method approach, collecting quantitative data from questionnaires and qualitative insights from interviews with respondents. The findings of this study give rise to conceptual ideas for future quantitative research through our discoveries. Our results emphatically state that the implementation of e-recruitment has significantly impacted on a company's credibility, the efficiency of candidate selection, and process transparency from the perspective of job applicants. The use of innovative technology in e-recruitment enables companies to attract and recruit top talent more effectively while enhancing the applicant experience and optimizing the selection process. Associated with this study can be linked to the technology acceptance model (TAM) and the unified theory of acceptance and use of technology (UTAUT). The adoption of innovative technology in e-recruitment can be accepted and adopted by job applicants if they perceive the technology as easy to use and beneficial in achieving their goals, such as obtaining desired employment.

Keywords: e-Recruitment Implementation, E-Recruitment Strategy, Job Applicant, Company Images and Credibility, Human Resource Management
JEL Classifications: J24, M51,M53, O33

1. INTRODUCTION

In the rapidly evolving digital era, the use of information and communication technology has become an integral part of our daily lives. One significant development in the business world is the implementation of e-recruitment, which involves utilizing technology to facilitate the online recruitment and candidate selection process. E-recruitment has brought about significant changes in the realm of recruitment, replacing more manual and outdated traditional selection methods. However, the impact of e-recruitment implementation on various business and organizational aspects remains an intriguing topic for investigation (Kucherov and Tsybova, 2022).

In the context of company credibility, the implementation of e-recruitment can have significant implications (Malik and Mujtaba, 2018). Company credibility refers to the trust and reputation of the company in the eyes of job applicants and other stakeholders. In an era of easily accessible information, prospective candidates can readily search for information about companies, including the recruitment methods and processes employed. Therefore, it is essential for companies to consider how e-recruitment implementation can affect their image and credibility. Does e-recruitment reinforce the impression that the company is innovative and adaptive to technological advancements or is there a risk that a fully online recruitment process may be perceived as impersonal and overlook essential

aspects such as company values and culture (Freire and de Castro, 2021). Candidate selection efficiency is also a primary concern in e-recruitment implementation. E-recruitment can expedite the recruitment process by reducing the time and costs associated with candidate selection (Rodríguez-Sánchez et al., 2019). Online platforms enable companies to quickly post job vacancies and reach potential candidates globally. Furthermore, the use of algorithms and online tests in e-recruitment can help screen and evaluate candidates efficiently. However, further research is needed to determine whether this efficiency in candidate selection leads to better outcomes in selecting quality employees that meet the company's needs (Hosain et al., 2020).

Process transparency is also a crucial factor to consider in e-recruitment implementation. Applicants expect clear and detailed information about the selection process they will undergo. They want to know the selection stages, criteria used to evaluate candidates, and the time required for each selection stage. In the context of e-recruitment, it is essential for companies to provide adequate transparency so that prospective candidates feel they are being treated fairly and have a clear understanding of the selection process. Furthermore, job applicants' perspectives are also essential factors to consider in e-recruitment implementation. How applicants respond to and interact with the online recruitment process can influence their perception of the company (Chapman and Gödöllei, 2017). Factors such as the ease of using e-recruitment platforms, transparency in the e-recruitment process, equality of opportunities, data security and privacy, and perceptions of the company's image can all affect job applicants' perspectives (Cho et al., 2011). To further understand the impact of e-recruitment implementation on these aspects, previous research has revealed valuable findings. Some studies have shown that clear information about the selection process, strict data confidentiality policies, and effective communication can contribute to process transparency (Cho et al., 2011; Jamaludin et al., 2022; Kucherov and Tsybova, 2022; Malik and Mujtaba, 2018). Additionally, the use of user-friendly technology and constructive feedback can also influence applicants' perceptions of e-recruitment implementation (Kumar and Priyanka, 2014).

1.1. Phenomena, and Research Gap

However, there are still research gaps that need to be addressed. (Freire and de Castro, 2021) explained in their study that the presence of technology primarily applied to recruitment and selection systems can help streamline time and cost efficiency. However, in many cases, the presence of technology embedded in E-Recruitment and recommendation systems can be frustrating for users if a system experiences overload. Furthermore, the implementation of technology systems in e-recruitment requires feedback from user experiences to be maximized in the future. Consistent with what has been proposed by (Mishra and Kumar, 2019) that the process of creating an ideal e-recruitment system to support Employer Branding and the level of trust for job applicants toward companies' implementation of e-recruitment systems should consider important supporting aspects such as functional and psychological aspects. However, the study by (Mishra and Kumar, 2019) indicated that the comprehensiveness of HR training did not significantly affect trust and employer branding

enhancement. We initiate that the weaknesses in the study by (Mishra and Kumar, 2019), which only presented two independent variables (e.g., e-recruitment and training comprehensiveness) towards enhancing the quality of employer branding, are still considered minimal. As an important note, (Mishra and Kumar, 2019) then provided future agendas that further research explores other supporting aspects that can enhance employer branding. Thus, this becomes an important note for us to further develop in this study.

Furthermore, the scarcity of studies on e-recruitment, as indicated by our research findings, provides an overview of the clear research objectives that this study aims to enrich and comprehensively generate research themes about e-recruitment. On the other hand, what caught our attention is the study published by (García-Izquierdo et al., 2015) addressing the importance of legal aspects and privacy protection regarding the resumes of job applicants used as considerations in the e-recruitment and selection process of job applicants. This is very important to be examined, considering that the implementation of technology aspects in e-recruitment bases requires data protection and privacy. Alongside this, as a contribution to knowledge in the HRM field, our study has a very striking difference even though it adopts research ideas from (García-Izquierdo et al., 2015). Where our study elaborates on what aspects should be maintained and ideally considered by companies in implementing e-recruitment technology systems.

Ultimately, our study not only discusses from the context of literature but also provides strategic steps, an ideal conceptual framework in developing e-recruitment systems. Our study elaborates on several basic theories as fundamental groundwork to answer our research findings, including TAM, UTAUT, and Organizational theory. With the hope of continuing research and bridging existing knowledge gaps, we can obtain a more comprehensive insight into the implementation of e-recruitment and its impacts on various aspects in the context of the workforce. Thus, ideal research questions in this study include: (1) what aspects are important to be applied by companies using electronic candidate recruitment systems; (2) Whether the current steps taken are considered appropriate and optimal from the job applicants' perspective; (3) What factors need to be considered and improved regarding electronic recruitment systems. Through an analysis of relevant literature, previous research reviews, and discussions on this topic, it is hoped that significant and insignificant influencing factors in e-recruitment implementation can be identified. This research also aims to provide practical recommendations and guidelines to companies in facing challenges and harnessing the potential of e-recruitment. Of course, this research has the potential to make valuable contributions to our understanding of the impact of e-recruitment implementation. By identifying factors that influence company.

2. RESEARCH METHODS

This study adopts a qualitative descriptive approach. Qualitative descriptive research aims to understand phenomena or events by gaining in-depth insights into their characteristics, context, and related meanings. The following are the steps in this study:

1. Identification of the research topic
   The impact of E-Recruitment implementation on Company Credibility, Candidate Selection Efficiency, and Process Transparency: Job Applicants' Perspective. This has been clearly outlined in the introduction section.

2. Data collection and research question design
   At this stage, the researcher formulates specific and focused research questions to guide the study. Research questions are derived from the extraction and interpretation of items and variables sourced from journals obtained from databases such as www.scopus.com, Web of Science, and EBSCO, meeting the criteria of Q1-Q3 journals with an SJR > 0.14 and relative to the study's scope. These interpretations then become reference questions for respondents, namely job applicants who have undergone or are undergoing e-recruitment processes for private sector jobs or government website recruitment processes.

3. Selection of research participants
   The participants/respondents in this study total 40 individuals aged between 20 and 30 years, with a minimum educational qualification of a bachelor's degree. Data collection methods include surveys and interviews.

4. Data collection
   The data collection methods in this study include interviews, surveys, and content analysis. Content analysis is a common method used in qualitative descriptive research. This method involves analyzing the text or documents' content to identify patterns, themes, or meanings related to the research topic. The following are example steps in content analysis for this study:

- *Document collection*: Journal articles are collected to determine items and variables, which are then extracted to form in-depth interview materials.
- Identification of important information including keywords, and making notes on relevant aspects related to the study.
- *Coding:* The extracted items and variables from the journal references are used as reference materials for the research questions. Respondent answers are coded, consisting of 5 response options (Strongly Agree = 5; Agree = 4; Neutral = 3; Disagree = 2; Strongly Disagree = 1), as well as qualitative respondent answers to interpret the reasons provided.
- *Category development*: Identifying pattern categories of response choices and creating frequency distribution diagrams to determine respondent answer categories. This includes similarities, differences, or relationships among codes from respondent answers to established questions. In this section, respondent answer categories will form patterns illustrated in tables, providing direction on what has been done, achieved, what needs to be developed, and what efforts will be made to optimize e-recruitment.

5. Analysis and interpretation: Analyze and interpret findings from identified categories, forming meanings, relationships, and implications related to this research topic. The final step is to outline and explain these findings, referring to theory, and as the output of further research processes, develop a relevant conceptual framework.

6. Development of conclusions, theoretical implications, and managerial implications.

3. RESULTS AND DISCUSSION

3.1. Identification of Items/Variables

3.1.1. The importance of E-recruitment in building trust and employer branding for companies

Based on the literature sources we have summarized from several reputable journals in SCOPUS, WoS, and EBSCO that are eligible and relevant to our study theme, the qualitative research results are obtained as outlined in Table 1:

Electronic recruitment and selection processes help companies effectively carry out human resource management functions (Mamatha and Kumar, 2022). A study by (Mishra and Pavan Kumar, 2019) states that e-recruitment factors are shaped by several items such as environmental factors, cost and time reduction, applicant pool, employer branding and technological innovation (Rodríguez-Sánchez et al., 2019; Thompson et al., 2008; van Esch and Mente, 2018), ease of use for applicants and organizations such as information accuracy, information relevancy, and information timeliness (Priyadarshini et al., 2017). Internal factors also play a role in organizational adoption, such as human resource readiness and the level of technology usage understanding (Mishra and Kumar, 2019). Employer branding (EB) as an interdisciplinary idea evolving from branding concepts in marketing aspects. Its aim is to build a unique corporate identity that distinguishes the organization from its competitors (Woźniak, 2014). The EB process involves developing a value proposition for employees and marketing that value proposition externally and internally. Additionally, the study by (Mishra and Kumar, 2019) explains the importance of using more advanced recruitment methods, especially through the internet. The adoption of recruitment methods via the internet is considered an advanced technique that can enhance employer branding (EB) in organizations (Allden and Harris, 2013).

The adoption of electronic recruitment practices through the internet has several benefits, such as reducing costs and time, simplifying the recruitment process, and attracting many applicants. This contributes to the company's EB activities and enhances the desired corporate image among employees. In this regard, the use of digital media, such as company websites, becomes crucial in conveying messages to potential employees. These messages provide information about jobs, organizational culture, values, and other factors that may attract potential employees. However, it is important for organizations to be aware of the limitations and risks associated with online recruitment methods, especially through social media. Social recruitment techniques can influence recruitment decisions and increase legal impacts that organizations must consider (Holm and Haahr, 2018).

3.1.2. Resume data and social networks become primary information in electronic recruitment recommendation systems

Research findings (Freire and de Castro, 2021) adopt standard recommendation types using social networks, including content-

Table 1: Journal source and prior research result

Title/Author/year (s)	Source	Item/variable	Result
E-recruitment and training comprehensiveness: untapped antecedents of employer branding (Mishra and Kumar, 2019)	Industrial and Commercial Training SJR: 0.44 (Q2)	E-recruitment Training comprehensiveness Employer branding	Eight, the proposed conceptual framework can be used by practitioners to attract prospective job applicant and design a robust e-recruitment process for organizational development and sustainability. Earlier research has mentioned about external environmental factors playing a major role in e-recruitment adoption, but the current study believes that internal factors are equally responsible for organizational adoption. It would be interesting soon to study the penetration and impact of e-recruitment adoption on small scale industries such as SMEs to add value.
Marketing video-enabled social media as part of your e-recruitment strategy: Stop trying to be trendy (van Esch and Mente, 2018)	Journal of Retailing and Consumer Services SJR: 2.54 (Q1)	Job Application Likelihood Technology Use Motivation Attitude Toward the Organization Privacy Concerns Trendiness (T)	Technology savvy organizations are exploring how social media fits into the workplace and how video-enabled social media can be more readily used during the e-recruitment process, as well as to better understand job applicant attitudes towards the use of such technology regarding applying for a new position with an organization. Hence, the purpose of this study is first, to investigate the effect on the use of video-enabled social media on job application likelihood as part of the e-recruitment process and second, to explore the effect of the candidates' attitude toward the organization in mediating the relationship between the use of video-enabled social media and job application likelihood. This research is expected to guide organizations when they are marketing the use of video-enabled social media as part of their e-recruitment processes, in that, they also need to focus on the potential candidates' attitude towards the organization as well as their concerns relating to privacy and perceived trendiness, especially if they want to positively increase job application likelihood.
E-recruitment and the benefits of organizational web appeal (Thompson et al., 2008)	Computers in Human Behavior SJR: 2.41 (Q1)	Web pages accessed prior to job ad Minutes elapsed prior to job ad	The present study addressed this void by examining the degree to which people's perceptions of an online job ad's format and usability forecasted their intentions to apply for the position. We also tested whether impressions of the employer mediated the relationship between prospective applicants' reactions to an organizational web page and their willingness to pursue a job with the institution in question. There has recently been a "headlong rush" to use the Internet for recruitment, with some reports indicating that as many as 90% of large US companies are now recruiting via the web.
The Opportunity Presented by Technological Innovation to Attract Valuable Human Resources (Rodríguez-Sánchez et al., 2019)	Sustainability SJR: 0.66 (Q1)	E-recruitment and Selection Social Networks Employer Branding Online Automation Tools Talent Management Networking	The incorporation of new digital platforms to the recruitment and selection process has been a way for companies to strive for the best candidates. Given that e-recruitment and selection is a growing and important process for the recruitment of HR, it is critical to know the determining factors in developing it. First, a review of the literature on the human resources selection process and the presence of the Internet and social networks in their management is presented.
Effect of Information Quality of Employment Website on Attitude towards the Website: A Moderated Mediation Study (Priyadarshini et al., 2017)	International Journal of Manpower SJR: 0.82 (Q2)	Information Timeliness Information Relevancy Information Accuracy Perceived Playfulness Perceived Usefulness Attitude towards the website E-Trust	Although, the contribution of extant studies is substantial in this area, research pertaining to information quality of employment websites and its impacts on website attitude of the job seekers is relatively scarce. Thus, this study narrows the gap in the literature with regards to: "whether job seekers" perceived information quality of the employment website influences their website attitude," and "if it influences, then what are the mechanisms through and condition under which job seekers" perceived information quality of the employment website influences their attitude towards it. The study findings may help companies and web developers with an understanding on how information quality of the employment websites could be managed, to attract potential job seekers to their respective organizations effectively.

(Contd...)

Table 1: *(Continued)*

Title/Author/year (s)	Source	Item/variable	Result
Prospecting the enablers for adoption of e-recruitment practices in organizations: a proposed framework (Mishra and Pavan Kumar, 2019)	Int. J. Environment, Workplace and Employment SJR: 0.14 (Q4)	Environmental Factors Cost and Time Reduction Applicant Pool Employer branding Ease of Use for applicants and organizations E-recruitment Application Attraction	A study on the e-HRM clearly mentioned technology, organization and people factors are responsible for adoption and the same factors might play a crucial role in e-recruitment adoption. To achieve a deeper understanding of the adoption of e-recruitment practices in organizations, we have posted the following research question that can be empirically investigated in future: RQ1 Which will be the most important enabler of e-recruitment practices. This paper is organized as follows: in the first place, drawing up a theoretical framework on proposed enablers of e-recruitment, specifically; environmental factors, cost and time reduction, applicant pool, employer branding and ease of use for applicants and organizations and applicant attraction as the proposed outcome.
E- Recruitment and E- Selection Process Improves the E- Human Resource Management activities in Information Technology Companies in Hyderabad (Mamatha and Kumar Tho, 2022)	Journal Of Algebraic Statistics SJR: Non-Scopus	Cost-effective Quicker process Customized Filtration Flexible	One of the most important uses of HR funds is in recruitment. Both Facebook and well-established employment portals like CareerBuilder and Monster.com are beefing up their job analytics. It's called e-recruitment when the whole process of locating, evaluating, and hiring people is done electronically. This procedure uses technology to link companies with possible workers and has altered the way employers and employees communicate.
e-Recruitment, gender discrimination, and organizational results of listed companies on the Spanish Stock Exchange (García-Izquierdo et al., 2015)	Journal of Work and Organizational Psychology	e-Recruitment Biodata Internet Application forms Websites Equal employment opportunities Discrimination	The recruitment process aims to request relevant information from applicants, but sometimes this could be used to discriminate. Based mainly on the legal framework and the Rational Bias, the present paper explores the use of potentially discriminatory content against women in Spanish companies according to the enforcement of the equal employment opportunity legislation in 2007, and its relationship with organizational results. We have performed a comparative study between 2005 and 2009 implementing a combination of qualitative and quantitative analysis. All the websites of the Spanish Stock Exchange were analyzed. Results show that companies did include potentially discriminatory questions in application forms, even after the law enforcement, but not in recruitment statements. Regarding organizational results, small but significant relationships between legal fulfillment and annual returns were found, but these results could have been influenced by factors attributable to the economic crisis. To conclude, we provide recommendations regarding desirable policies and organizational practices in the context of the area being studied.
Marketing video-enabled social media as part of your e-recruitment strategy: Stop trying to be trendy (van Esch and Mente, 2018)	Journal of Retailing and Consumer Services SJR: 2.54 (Q1)	e-recruitment Privacy concerns Trendiness Technology use motivation Job application likelihood Attitude towards the organization Social media Video-enabled social media	Technology savvy organizations are exploring how social media fits into the workplace and how video-enabled social media can be more readily used during the e-recruitment process, as well as to better understand job applicant attitudes towards the use of such technology in regard to applying for a new position with an organization. Hence, the purpose of this study is first, to investigate the effect on the use of video-enabled social media on job application likelihood as part of the e-recruitment process and second, to explore the effect of the candidates' attitude toward the organization in mediating the relationship between the use of video-enabled social media and job application likelihood. This research is expected to guide organizations when they are marketing the use of video-enabled social media as part of their e-recruitment processes, in that, they also need to focus on the potential candidates' attitude towards the organization as well as their concerns relating to privacy and perceived trendiness, especially if they want to positively increase job application likelihood.

based recommendations, collaborative filtering, knowledge-based, and hybrid recommendations that can be used as selection materials in the e-recruitment process. However, the research also adds other categories, such as approaches using artificial intelligence (AI), machine learning. This allows the identification of various new forms in designing more accurate recommendation

systems. (Freire and de Castro, 2021) explains the types of information that can be used in providing recommendations in electronic recruitment recommendation systems, including:

1. Data from resumes and job postings: Information extracted from resumes (curriculum vitae) and job postings is the most used type of information in providing recommendations. This includes data such as educational background, work experience, skills, and other qualifications found in resumes or job postings. (Freire and de Castro, 2021) revealed from their research that the percentage of using this information is 42.85%, indicating that information from resumes and job postings remains the dominant source in electronic recruitment recommendation systems (eRRS).

2. Information from social networking sites: Information extracted from social networking sites also receives significant attention. This information may include user profiles, social activities, preferences, interests, and social connections. Information from social networking sites can be used exclusively or combined with other data in providing recommendations. The percentage of using information from social networking sites reaches 38.10%, indicating that the use of this information is increasingly important in eRRS (Bejtkovský et al., 2018; Rodríguez-Sánchez et al., 2019). Research by (Bejtkovský et al., 2018) highlights the importance of using social media platforms in marketing and HR management. These findings indicate that social media platforms are not only relevant tools in recruitment but also play a significant role in overall human resource management.

3. User behavior and/or feedback: Information about user behavior and/or feedback is also used in providing recommendations. This includes information about activities, preferences, responses, or user feedback on previous recommendations. It can be emphasized that understanding user behavior and their responses to recommendations can help improve the effectiveness of the system.

4. Other types of information: Additionally, there are other types of information used in providing recommendations in electronic recruitment systems. These may include specific skills, questionnaires or surveys filled out by potential employees, or geolocation information related to the location of potential employees.

3.1.3. The importance of giving significant attention to gender discrimination in e-recruitment processes to achieve equal opportunities

The statement by (García-Izquierdo et al., 2015) refers to a study conducted to analyze gender discrimination indicators in the recruitment process in Spain, including after the enactment of laws prohibiting gender discrimination. Some significant findings from the research include the discovery that despite laws prohibiting gender discrimination in recruitment, discriminatory actions still occur in electronic recruitment practices. This research contributes to the limited knowledge about gender discrimination in electronic recruitment. The research findings also have important implications for the development of policies aimed at creating equal opportunities in recruitment; thus, it is important for companies to ensure the absence of discrimination in various aspects such as gender, ethnicity, race, and religion during the

recruitment and candidate selection processes (García-Izquierdo et al., 2010; Smythe et al., 2021).

3.2. Data Collection and Research Question Design

The interpretation of prior research results, as outlined in section 3.1, provided important guidelines for us in constructing the research questions for this study. Our study summarizes several critical aspects such as the technology used in the e-recruitment process, company strategies to build trust and employer branding in the e-recruitment process, fairness aspects in the e-recruitment process, the role of social media networking for candidates to ensure companies obtain suitable and credible candidates.

In Table 1, variables and question items, such as the E-recruitment process on Employee Trust and Branding, can be defined as conditions aimed at exploring the role and impact of e-recruitment in building candidates' trust in the company, enhancing the company's image (employer branding), improving transparency and objectivity in selecting candidates, strengthening trust and employer branding through e-recruitment, attracting and retaining quality candidates, influencing perceptions of the company's professionalism and modernity, effective strategies in using e-recruitment to build trust and employer branding, creating a positive experience for candidates, establishing long-term relationships between the company and candidates, ensuring fairness, non-discrimination, diversity, and inclusion in the e-recruitment process.

Secondly, the variable Resume and Candidate Social Media as Selection Part can be defined as conditions to explore various aspects related to the use of resume data and information from social media in electronic recruitment recommendation systems, including the importance of resume data, the role of social media, the efficiency and effectiveness of the selection process, its influence on objectivity, compliance with privacy and legal regulations, competitive advantages, its impact on candidate experience, data accuracy, ethical considerations, and steps needed to ensure data reliability and accuracy.

Thirdly, the Technology Innovation variable discusses the importance of technological innovation in the e-recruitment process and how the use of new technology can improve efficiency and effectiveness in recruiting candidates. These statements also explore the types of technological innovations applied in e-recruitment, the main benefits of using such technology, the role of artificial intelligence (AI) in e-recruitment, challenges faced in implementing technological innovation, compliance with privacy rules and data protection, competitive advantages gained, impact on candidate experience, steps needed to ensure successful implementation, and challenges or risks related to the use of technological innovation in e-recruitment.

We have collected data from various respondents and informants, totaling 40 respondents, consisting of 23 males and 16 females, who are currently undergoing job application processes or have undergone e-recruitment processes in the past 3 years. The respondents' minimum educational criterion is a bachelor's degree, aged between 20 and 30 years, with an income level ranging from

2 million to above 10 million Indonesian Rupiah per month. The distribution of data is illustrated in Table 2.

Highlighted results include responses to questions such as "*Do you believe that the use of technology and digital platforms in recruitment can improve the transparency and objectivity in selecting candidates? Why?*" The results show that 13 respondents answered neutrally, and 11 respondents disagreed. One excerpt from an interview with an informant is as follows:

> *Interviewer: We would like to hear your opinion on the use of electronic recruitment recommendation systems that rely on resume data and information from social networks to enhance the efficiency and effectiveness of the candidate selection process. Do you agree or disagree with this statement?*
> *Informant: I disagree with that statement. One of the main reasons is the limitation of information obtained from resume data and social network information. Resumes and social networks may not provide a comprehensive overview of the qualifications, experiences, or actual abilities of the candidates. This limited information can lead to inaccurate assessments and result in overlooking candidates who may have genuine potential.*
> *Interviewer: I understand your concerns regarding the limitations of information. Are there any other reasons supporting your opinion?*
> *Informant: Yes, there is a risk of bias and discrimination that can arise in electronic recruitment recommendation systems. The algorithms used in these systems may have inherent bias or learn and replicate bias from training data. This can result in discrimination against minority groups or favoring certain groups. I am concerned that this may reduce opportunities for candidates who have the same or better qualifications.*
> *Interviewer: Thank you for sharing your concerns regarding the risk of bias and discrimination. Are there any other reasons you would like to mention?*
> *Informant: Yes, I also believe that electronic recommendation systems often fail to measure important soft skills in the workplace. Abilities such as communication, leadership, or teamwork are often not measurable from resume data or social network information. However, these soft skills are often crucial factors in determining the success and productivity of employees.*
> *Interviewer: I agree with the importance of considering soft skills in the selection process. Is there any other reason you would like to add?*
> *Informant: One last thing I would like to mention is the inability of electronic recommendation systems to consider relevant contexts of the company or the role being filled. Every company has unique needs and different work cultures. I believe that making the right candidate selection decisions often requires an understanding of the organizational context, team needs, or company culture that can only be understood through human assessment.*

We conclude that in this context, there are several logical reasons explaining why respondents chose neutral and disagreeing answers. Firstly, resume data and information from social

networks may not provide a comprehensive enough picture of the qualifications, experiences, or actual abilities of potential candidates. This limited information can lead to inaccurate assessments or overlooking potential candidates. Secondly, electronic recruitment recommendation systems are susceptible to bias in candidate selection. The algorithms used may show unfair preferences towards certain groups or overlook important factors such as diversity, inclusion, or diverse perspectives in candidate selection. Thirdly, resume data and information from social networks may not provide adequate information about soft skills, such as communication abilities, teamwork, or leadership. These soft skills are often key factors in a person's success in the workplace. Fourthly, electronic recruitment recommendation systems may not consider specific contexts or nuances relevant to the company or the role being filled. Candidate selection decisions often require an understanding of the organizational context, team needs, or company culture that can only be generated through human assessment. Fifthly, candidate selection processes relying solely on electronic recommendation systems may overlook important factors such as face-to-face interviews, practical tests, or personal interactions with candidates. These aspects can provide deeper insights into the personalities, motivations, and potential of candidates that cannot be measured electronically.

Therefore, respondents who disagreed may perceive limitations and risks in relying on electronic recruitment recommendation systems that use resume data and information from social networks to enhance the efficiency and effectiveness of the candidate selection process. Secondly, regarding the question "Does e-recruitment help companies attract and retain high-quality candidates," the dominant response from respondents was neutral. This can be seen from one of the interview quotes with a respondent, as follows:

> *Interviewer: I'd like to hear your opinion on e-recruitment and whether you believe it helps companies attract and retain high-quality candidates. Do you have a clear view on this?*
> *Respondent: I'm neutral on this matter.*
> *Interviewer: Could you provide some reasons why you hold a neutral view?*
> *Respondent: Certainly, one reason why I'm neutral is because I see some limitations in the use of e-recruitment. This system may not provide a personal and human experience in the recruitment process. Direct interaction between the company and the candidates is often crucial for building strong relationships and understanding the needs and preferences of candidates. Yes, I also see the risk of errors and biases in using e-recruitment. The algorithms used in the system may contain biases or unfairly influence selection decisions. This can lead to unfairness in the candidate selection process and affect the company's ability to attract quality candidates.*
> *Respondent: One last thing I'd like to add is that e-recruitment may not effectively evaluate soft skills that are important in the workplace. Abilities such as communication, leadership, or teamwork are often difficult to measure through resume data and electronic applications. This can reduce the company's ability to retain candidates who have soft skills crucial to their success in the company.*

Table 2: Data colleting (n=40)

Variables	Item	Totally agree	Agree	Neutral	Disagree	Totally disagree
E-recruitment process on Employee Trust and Branding	Do you believe in the e-recruitment process that you have experienced or are currently undergoing?	18	16	2	2	0
	In your opinion, does e-recruitment have a positive impact on improving the company's image (employer branding)? Why?	15	16	6	1	0
	Do you believe that the use of technology and digital platforms in recruitment can increase transparency and objectivity in the selection of candidates? Why?	6	6	13	11	1
	How does your company utilize e-recruitment to build trust and strengthen employer branding? Are there any successful practices you can cite?	15	16	8	0	0
	In your opinion, does e-recruitment help companies attract and retain high-quality candidates? Why or why not?	2	14	16	5	1
	How does e-recruitment affect candidates' perceptions of the professionalism and modernity of the company?	6	16	12	4	0
	Have the current strategies been considered effective in using e-recruitment to build trust and employer branding for the company?	8	13	12	4	1
	Do you consider the e-recruitment process you have undergone to help the company create a positive experience for candidates and strengthen their brand?	17	10	5	5	1
	In your view, can e-recruitment help build long-term relationships between the company and candidates, regardless of the selection outcome?	28	8	3	0	0
Resume and Candidate social media as Selection Part	What steps has your company taken to ensure that the e-recruitment process is fair and non-discriminatory, as well as supportive of diversity and inclusion?	13	19	4	1	1
	What is your opinion on the importance of resume data in electronic recruitment recommendation systems? Do you agree that resume data can be the primary information in the candidate selection process?	10	19	7	2	0
	How do you view the role of social networks in providing additional information about candidates in electronic recruitment? Do you believe that information from social networks can provide a more comprehensive overview of candidates?	22	13	2	2	0
	Do you think that electronic recruitment recommendation systems relying on resume data and information from social networks can help improve efficiency and effectiveness in the candidate selection process? Why?	6	13	15	2	1
	How does your company utilize resume data and information from social networks in electronic recruitment recommendation systems? Are there any specific methods or algorithms used?	9	14	13	1	1
	In your opinion, can the use of resume data and information from social networks in electronic recruitment affect the objectivity of the selection process? Are there any bias risks to be aware of?	13	14	7	1	2
	How does your company ensure that the use of resume data and information from social networks in electronic recruitment recommendation systems remains compliant with privacy policies and legal regulations?	16	17	5	1	0
	Do you believe that the use of resume data and information from social networks in electronic recruitment can provide a competitive advantage for the company in finding and hiring the best candidates? Why?	22	12	5	0	0
	How do you perceive the impact of using resume data and information from social networks in electronic recruitment recommendation systems on candidates' experiences? Do you think this can affect their perceptions of the company?	18	12	4	2	1
	What steps need to be taken by the company to ensure that resume data and information from social networks used in electronic recruitment are verified and accurate?	12	14	7	5	1

(Contd...)

Table 2: *(Continued)*

Variables	Item	Totally agree	Agree	Neutral	Disagree	Totally disagree
Technology Innovation	Do you have any ethical concerns to consider regarding the use of resume data and information from social networks in electronic recruitment recommendation systems? How does your company address these concerns?	12	15	11	0	1
	What is your opinion on the importance of innovative technology in the e-recruitment process? Do you agree that the use of new technology can improve efficiency and effectiveness in recruiting candidates?	23	12	4	0	0
	Have the types of innovative technology implemented in the e-recruitment process in your company met expectations? How does this technology affect how you find, evaluate, and select candidates?	23	12	4	0	0
	Do you believe that technology helps reduce the time and costs needed to recruit candidates?	11	17	5	3	2
	Do you believe that AI can assist in initial assessments of candidates and predict their suitability for desired positions?	15	14	8	2	0
	What challenges have you faced in implementing innovative technology in the e-recruitment process? How do you overcome these challenges?	19	14	3	0	1
	Does your company ensure that the innovative technology used in e-recruitment remains compliant with privacy and data protection regulations?	13	18	5	0	1
	Do you think that the use of innovative technology in e-recruitment can provide a competitive advantage for the company in attracting and hiring top talent? Why?	18	13	3	2	1
	How do you view the impact of innovative technology in the e-recruitment process on candidates' experiences? Does technology help provide a better experience and increase their satisfaction?	11	8	17	1	0
	What steps need to be taken by the company to ensure the successful implementation of innovative technology in e-recruitment?	11	12	9	3	2
	In your opinion, are there any challenges or risks to be aware of regarding the use of innovative technology in e-recruitment? How does your company manage these risks?	10	19	5	3	1

Interviewer: In your view, are there any steps that companies can take to address these limitations and improve the effectiveness of e-recruitment?

Respondent: I believe that companies can address these limitations by paying attention to personalization elements in communication with candidates, adopting a holistic approach in evaluating soft skills, and considering the values and culture of the company in the selection process. Additionally, providing opportunities for candidates to showcase their personality and creativity can also enhance the effectiveness of e-recruitment.

Based on the survey results conducted with 16 respondents who answered neutrally and 5 respondents who disagreed, there are several logical reasons why they hold such views regarding e-recruitment and its ability to attract and retain high-quality candidates:

Firstly, e-recruitment systems often provide a less personal and humane experience compared to traditional recruitment processes involving direct interaction. This may reduce the company's ability to build strong relationships with candidates and deeply understand their needs and preferences.

Secondly, the use of e-recruitment systems can increase the risk of errors and biases in the candidate selection process. The algorithms used in these systems may contain certain biases or replicate biases from the data used to train them. This can result in discrimination against minority groups or unfairly influence selection decisions.

Thirdly, e-recruitment processes often lack the ability to evaluate important soft skills such as communication, leadership, or teamwork adequately. Resume data and electronic applications may not provide sufficient insights into the interpersonal abilities and soft skills required in the workplace.

Fourthly, e-recruitment systems may not effectively consider the cultural factors and values of the company in the selection process. These aspects are crucial to ensure the suitability of candidates with the company's culture and values. Neglecting these factors can lead to mismatches and lack of sustainability in the relationship between employees and the company.

Fifthly, e-recruitment processes may provide few opportunities for candidates to fully showcase their personalities or express their creativity. These systems may only consider formal data such as

resumes and applications without providing space for candidates to stand out and demonstrate their unique potential.

To enhance the effectiveness of e-recruitment, companies should consider addressing these limitations and incorporating elements of personalization, soft skills evaluation, assessment of company culture, and providing opportunities for candidates to showcase their personalities and creativity.

Thirdly, based on the statements regarding the influence of e-recruitment on candidates' perceptions of a company's professionalism and modernity, 12 respondents provided neutral responses, while 4 respondents disagreed. The interpretation of these results may indicate several possibilities. The neutral responses from 12 respondents may suggest that they have neither a significantly positive nor negative attitude towards the use of e-recruitment by companies. They may not yet have a clear view of how e-recruitment affects their perceptions of a company's professionalism and modernity. It is possible that they still need additional information or direct experience to form a stronger opinion. On the other hand, the 4 respondents who disagreed may have a negative perception of e-recruitment and how it affects their views of a company's professionalism and modernity. Their reasons for disagreement could vary, such as concerns about the security of personal data, lack of human interaction in the recruitment process, or the perception that e-recruitment is inadequate in accurately assessing qualifications. In conclusion, the survey results indicate variation in respondents' perceptions of the influence of e-recruitment on a company's professionalism and modernity. Some respondents are neutral, indicating uncertainty or lack of knowledge, while a small number of respondents have negative views of e-recruitment. This interpretation highlights the importance of effective communication and expectation management for companies using e-recruitment, as well as efforts to provide clear understanding and transparency to candidates to make them feel comfortable and confident in the recruitment process using modern technology.

Fourthly, regarding the statements about the effectiveness of current strategies in using e-recruitment to build trust and the company's image as an attractive workplace, it was found that 12 respondents provided neutral responses, while 4 respondents disagreed. The interpretation of these results indicates that they have uncertain perceptions or lack clear views regarding the effectiveness of current strategies in using e-recruitment to build trust and the company's image as an attractive workplace. This may be due to insufficient information or direct experience related to the strategies used by companies in their e-recruitment. Respondents with neutral responses may need additional information or more concrete experience to form a stronger opinion. On the other hand, the 4 respondents who disagreed show dissatisfaction or disinterest in the current strategies used in e-recruitment to build trust and the company's image as an attractive workplace. Their reasons for disagreement may vary, such as the perception that current strategies are not transparent enough, do not provide enough opportunities for direct interaction with the company, or do not provide sufficient information about the company's culture. Respondents who disagree may perceive that current strategies

are not effective enough in creating trust and a positive company image for potential candidates. In summary, the survey results show variation in respondents' perceptions of the effectiveness of current strategies in using e-recruitment to build trust and the company's image as an attractive workplace. Neutral responses indicate uncertainty or lack of knowledge about the strategies used by companies, while disagreement indicates dissatisfaction or disinterest in the current strategies. This interpretation underscores the importance of developing more transparent strategies, involving human interaction, and providing more comprehensive information to build trust and a positive company image in the context of e-recruitment.

3.3. Discussion

In the overall narrative, survey results indicate that e-recruitment is considered to play a crucial role in building trust with potential candidates. Transparency, efficiency, accessibility, and professionalism offered by e-recruitment leave a positive impression on candidates, creating the belief that the company is a reliable workplace. It is essential for companies to maintain high standards in e-recruitment to build strong trust with candidates and establish a positive image as a modern technology user in the recruitment world. Therefore, it is crucial for companies to leverage technology effectively, provide a positive experience for candidates, and continually improve their e-recruitment strategies to strengthen their company image and win the competition for top talent.

Consistent standards, elimination of subjective bias, verified track records, and in-depth data collection are some factors contributing to transparency and objectivity. Through e-recruitment, companies can reach a wider pool of candidates to attract those who may not be reached through traditional recruitment methods, optimize the selection process, improve communication, and strengthen their branding. All these overall help companies attract and retain quality candidates who can positively contribute to organizational performance growth. By using online platforms, companies can advertise their job openings on various popular job sites and portals. By adopting technology, companies can use automation and filtering tools to screen candidates based on predefined criteria. This saves valuable time and resources for the company, allowing them to focus on candidates with higher potential. By shortening the selection process, companies can maintain the interest and desire of quality candidates to participate and continue the recruitment process. Furthermore, through online platforms, companies can introduce their corporate culture, core values, and differentiators from competitors through visual content, employee testimonials, and company videos to convey a strong message about the company's identity. By creating a positive and appealing image, companies can attract and retain quality candidates who share the same values and vision.

E-recruitment has become a common method used by companies; however, for this process to be effective and ethical, there needs to be a fair and inclusive approach. First and foremost, conducting e-recruitment fairly means treating all applicants equally and justly. There should be no discrimination based on race, religion, gender, age, or other factors irrelevant to the required job qualifications.

It is important to ensure that all applicants have equal access to information about job positions, application submissions, and selection stages. Transparency in this process is also necessary, so that applicants have a clear understanding of selection criteria and procedures to be followed. Conducting a fair, non-discriminatory, and supportive of diversity and inclusion e-recruitment process is essential for companies wishing to create an inclusive and productive work environment. In this study's findings, we then developed concrete strategies and steps to realize this, including:

1. The first step is to implement clear and transparent privacy policies. Companies must clearly inform applicants about the collection, use, and storage of resume data and information from social networks. This privacy policy must comply with the standards of personal data protection established by applicable law.

2. Companies must implement strong data security measures. This includes using encrypted security protocols to protect applicant data from unauthorized access. Additionally, companies must ensure that their electronic recruitment recommendation systems comply with data security standards and continuously monitor and update them to address potential security risks.

3. It is also important to conduct regular audits of electronic recruitment recommendation systems. These audits can be conducted by trained internal teams or by independent third parties. The purpose of these audits is to ensure that the use of resume data and information from social networks remains consistent with the privacy policies established and to ensure compliance with applicable law.

4. In addition, companies must actively monitor and evaluate the algorithms used in electronic recruitment recommendation systems. This can be done using representative datasets and adopting careful analysis methods to ensure that recommendation systems do not produce discrimination or unfairness.

5. Furthermore, it is important to provide training to HR teams and personnel involved in the recruitment process. This training should include an understanding of data privacy and security, as well as an understanding of ethics in the use of resume data and information from social networks. Through this understanding, HR teams can manage and use data responsibly while adhering to privacy policies and applicable law.

6. Companies must continuously monitor developments and changes in privacy laws and related regulations. By staying up to date with changes in privacy laws and related regulations, companies can quickly adjust their policies and procedures to ensure compliance with new requirements. This involves maintaining close communication with internal legal teams or legal consultants specializing in data privacy.

7. In addition, companies can implement concrete steps to ensure compliance with privacy policies and applicable law. For example, they can limit data access only to authorized parties and consider deleting irrelevant data after the selection process is complete. Additionally, companies can consider using anonymization or data blurring technologies to protect applicant privacy.

8. Additionally, it is important to create a company culture that values privacy and sustainability. This involves educating and engaging all company members, including employees and management, about the importance of data privacy and compliance with the law. By building a strong understanding and awareness of privacy, companies can create an environment where the use of resume data and information from social networks is done responsibly and respects individual privacy.

In the context of e-recruitment development and the use of innovative technology, organizational theory and competitive advantage approaches can provide useful perspectives in understanding the related impacts and strategies. In organizational theory, the concepts of organizational structure and operational efficiency are important. Implementation of e-recruitment with innovative technology can help companies optimize their organizational structure by reducing bureaucracy and improving efficiency in the recruitment process. The use of advanced platforms and automation tools can reduce reliance on manual tasks, resulting in more structured data management as well as strategic decision-making tools. The use of innovative technology in e-recruitment can provide a competitive advantage for companies in attracting and recruiting the best talent. Companies adopting advanced platforms can outperform competitors by gaining faster and more accurate access to quality applicants.

3.4. Research Findings

E-recruitment can have a positive impact on enhancing a company's image if executed effectively and providing a positive experience for potential candidates through transparency, objectivity, and fairness in the selection process. Specifically, to support transparency and objectivity in the e-recruitment system, a carefully designed system and algorithm base are needed to avoid bias. Companies need to ensure that the use of innovative technology in e-recruitment remains in line with applicable privacy and data protection regulations. Candidate data must be securely managed and in accordance with the company's privacy policy as a form of protection of candidates' privacy. Moreover, the e-recruitment process can help build long-term relationships between the company and potential candidates. Of course, to ensure the success of implementing innovative technology in e-recruitment, the development of integrated systems, training for involved staff, and periodic evaluations to improve system performance need to be considered. Because the development of an ideal e-recruitment system does not stop at the implementation of innovative technology but requires continuous development. Companies need to keep up with technological advancements and current trends in e-recruitment to maintain a competitive edge and meet the needs of potential candidates. However, from the user's perspective, e-recruitment poses its own challenges, such as users needing to have technological proficiency and familiarity with online processes or electronic recruitment processes. Additionally, limitations in e-recruitment systems in interpersonal communication processes can hinder applicants or candidates during the e-recruitment process. Thus, users also need to have good communication skills to be able to showcase their uniqueness and creativity. In detail, these elements are illustrated in models such as Figure 1.

Figure 1: Navigate to future conceptual framework research
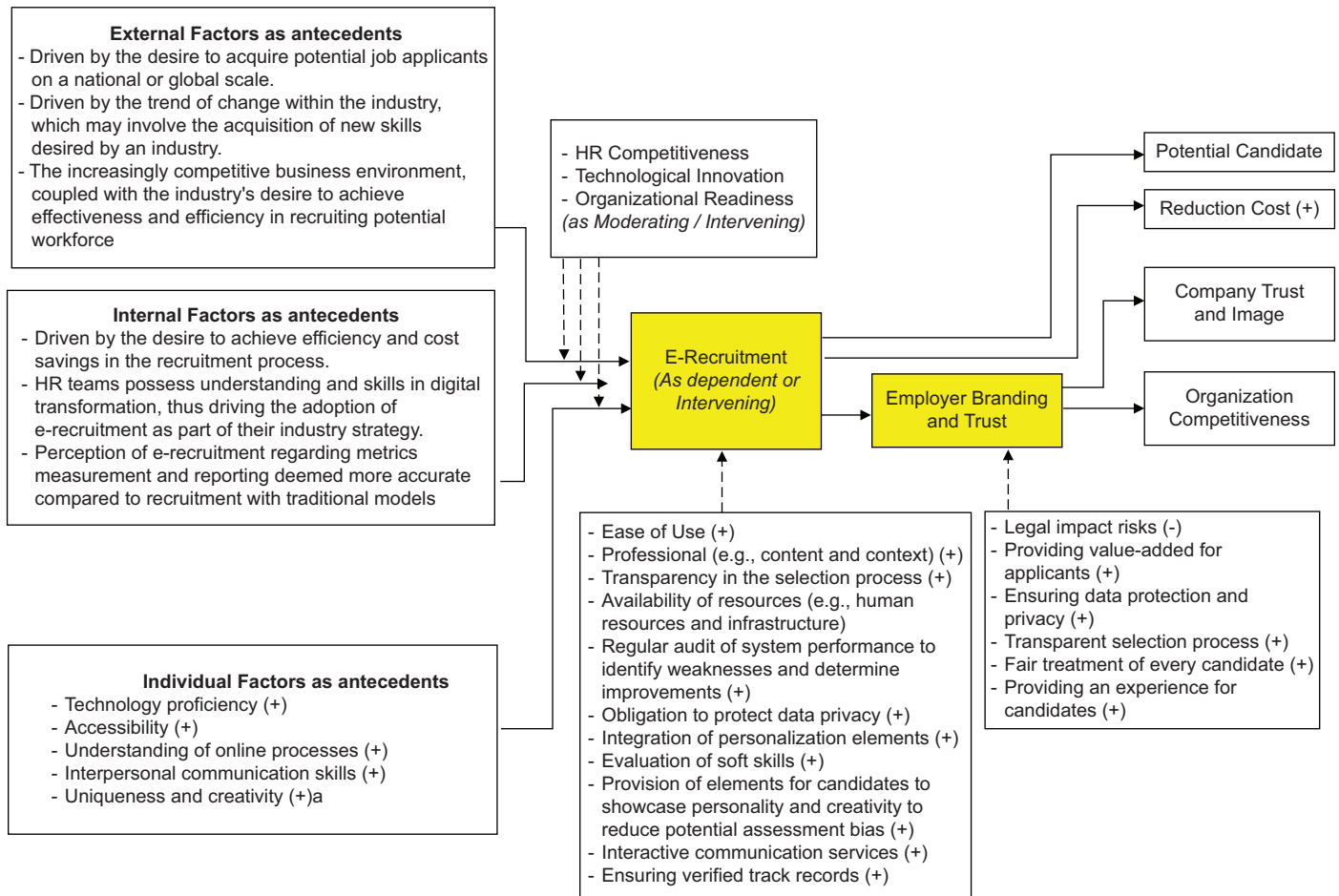
3.5. Proposition

Our study then attempted to condense the entire discussion into propositions. These propositions are expected to serve as important guidelines for further development or in-depth examination in relevant studies. The propositions are as follows:

- Proposition 1: e-Recruitment is an innovative strategy to enable companies to access potential job applicants on a broader geographical scale.
- Proposition 2: e-Recruitment is a strategic step in facing the increasingly competitive business environment, particularly in recruiting potential workforce.
- Proposition 3: In the competitive business environment, acquiring new skills is a necessity; therefore, recruiting potential workforce through e-recruitment can be a tactical step as it is more effective and efficient in talent search scale, and reduces cost impact.
- Proposition 4: To support the success of e-recruitment and e-selection processes, HR teams and users need to be equipped with understanding and skills in technology transformation and digitalization.
- Proposition 5: In the e-recruitment process, it is crucial to consider the availability of supporting facilities and IT infrastructure; users' interpersonal communication abilities; and their ability to showcase uniqueness and creativity. This ensures that selection results are accurate and appropriate for users and companies, thereby minimizing potential bias in assessment.

- Proposition 6: e-Recruitment is highly determined by the availability of competitive and capable HR, the technological innovation possessed by companies seeking to recruit potential workforce, and the organizational readiness commitment.
- Proposition 7: e-Recruitment is expected to provide ease of use, transparency in disclosing applicant criteria, and transparency in the assessment process.
- Proposition 8: Data protection and privacy for candidates and job applicants, along with periodic system audits, are crucial aspects that companies need to consider to minimize the risk of errors or data leaks during the e-recruitment and selection process, thus preventing potential legal implications in the future.
- Proposition 9: e-Recruitment can be a strategic step to enhance a company's positive image, even as a means to create a competitive advantage for the company. As long as the processes carried out in e-recruitment are deemed fair, they provide a positive and value-added experience for job applicants.

4. CONCLUSION

In conclusion, the implementation of e-recruitment has significantly impacted a company's credibility, the efficiency of candidate selection, and process transparency from the perspective of job applicants. The use of innovative technology in e-recruitment

enables companies to attract and recruit top talent more effectively while enhancing the applicant experience and optimizing the selection process. Specifically, e-recruitment has enhanced a company's credibility by conveying an impression of technological openness and being at the forefront of the recruitment process. Relevant theoretical implications associated with this study can be linked to the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT). According to TAM, the adoption of innovative technology in e-recruitment can be accepted and adopted by job applicants if they perceive the technology as easy to use and beneficial in achieving their goals, such as obtaining desired employment. UTAUT can also be used to understand the factors influencing the acceptance and use of e-recruitment technology by job applicants, including social, cognitive, and previous experience factors.

The managerial implications of this study are that companies should prioritize the use of innovative technology in e-recruitment to enhance credibility, efficiency, and transparency. It is essential for companies to adopt sophisticated platforms, train HR teams in using such technology, and partner with skilled technology service providers. Thus, companies can maximize the potential of e-recruitment to acquire top talent and achieve competitive advantages.

As a future research agenda, several aspects can be further explored. Firstly, research can evaluate the applicant experience in using innovative technology in e-recruitment to understand perceptions regarding ease of use, utility, and satisfaction with the experience. Secondly, research can focus on the influence of social and psychological factors on the acceptance and use of e-recruitment. In this context, more specific technology acceptance theories such as the Theory of Planned Behavior or Social Cognitive Theory can be used to understand the factors influencing applicant intentions and behaviors in adopting e-recruitment technology. Additionally, ethical implications in e-recruitment implementation should be considered. Companies must ensure that the use of applicant data, including resumes and social networking information, complies with privacy policies and applicable laws.

Theoretical implications suggest a connection with the theory of competitive advantage developed by Michael Porter. In the context of e-recruitment, companies that successfully adopt innovative technology have the potential to create competitive advantages through more efficient, rapid, and accurate selection and recruitment processes. This advantage will help companies attract top talent ahead of their competitors and enhance their reputation and image in the eyes of job applicants. Therefore, companies need to understand the strategic value of e-recruitment and prioritize it in their efforts to gain competitive advantages. However, this requires investment in innovative technology, skill development of employees, and continuous monitoring of changes and developments in e-recruitment. As a future research agenda, more in-depth studies can be conducted on the influence of innovative technology use in e-recruitment on a company's competitive advantage. This research can involve measuring company performance, company image, and job applicant satisfaction as relevant variables. Additionally, research can be conducted on factors influencing the adoption and acceptance of innovative technology in e-recruitment by companies, including organizational, environmental, and individual factors.

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