# Analysis of Digital Recruitment Strategy in Facing Talent War Competition

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## Article Info

### ABSTRACT

*The goal of the research is to determine the recruitment system, identify the relevant variables, players, objectives, and alternatives in developing recruitment strategies, and develop suitable alternative recruiting methods. Data gathering techniques include conducting in-depth direct interviews, organizing focus group discussions (FGD), and administering surveys. Data processing techniques include both qualitative and quantitative data analysis methods. The data processing technique used in this work is the Analytical Hierarchy Process (AHP) approach, using the Expert Choice 2000 software and Microsoft Excel 2010. The findings of the research suggest that the Applicant Tracking System (ATS) is the most efficient means of recruiting for organizations, with online recruitment platforms and virtual job fairs following suit. These methods contribute to enhancing efficiency, broadening the scope of recruitment, and establishing employer branding. Ultimately, the integration of these three approaches enables organizations to attract high-caliber applicants who align with the particular requirements of the role and the fundamental principles of the firm while also being responsive to technology advancements and the labor market.*

## INTRODUCTION

The relevance of research on digital recruiting mechanisms in addressing the talent war competition in Indonesian technology firms is growing in tandem with the fast expansion of the technology sector in the nation. A study by the Indonesian Internet Service Providers Association (APJII) revealed that in 2021, internet penetration in Indonesia reached 77.02% of the overall population, including about 210 million individuals out of a population of 272 million (Atmawijaya et al., 2023). The growing integration of technology and the growing digitization of work processes in different sectors in Indonesia have generated a substantial need for persons

possessing digital skills and competencies. Therefore, companies must formulate efficient recruitment strategies in order to maintain competitiveness in the job market (Ayuningtias, 2023; Esthi, 2020). Numerous prior research has emphasized the difficulties associated with the recruitment and retention of skilled individuals in the technology sector. The dependence of the IT industry on highly qualified experts with specialized technical knowledge results in a substantial disparity between demand and supply, which in turn drives fierce rivalry among firms for exceptional personnel (Ganguly, 2024; Heriyanti & Esthi, 2023). Advancements in recruitment, like AI-powered application tracking systems, social media recruiting, and virtual job fairs, have transformed the field. However, there are persisting difficulties in efficiently locating and engaging individuals (Bhargava & Johri, 2024). Social media tools and gamified assessments are being used as innovative strategies to enhance the efficiency and engagement of the recruitment process. However, these advancements also necessitate organizations to actively promote their employer brand and establish a robust internal referral network (Rai, 2024). Retention, however, is as crucial and intricate. Numerous elements, including rapid technical progress (Vapiwala & Pandita, 2024; Prathiba, 2024) and changes in work habits (Chalco-Chávez et al., 2023; Mukherjee & Das, 2023), have an impact on the dynamics of talent acquisition and retention in technology firms.

In response to these difficulties, several technology enterprises in Indonesia have started the implementation of digital recruiting solutions. Multiple studies have shown the efficacy of digital recruiting methods in extensively and effectively contacting suitable individuals. E-recruitment, exploiting web-based technology for diverse recruiting procedures, has substantially decreased the expenses linked to conventional recruitment approaches by over 80%, rendering it a crucial instrument for contemporary HR practices (Gulomkodirova, 2024). This transition to digital recruitment is a component of a wider digital transformation trend affecting human resource management (HRM) in Indonesia. Technology-driven methods such as online recruitment, performance analytics, and online learning are enhancing organizational effectiveness and flexibility in response to changing job market conditions (Adawiah et al., 2023).

The use of social media in the process of recruiting is becoming more widespread as platforms like LinkedIn, Facebook, Twitter, and Instagram revolutionize the methods by which organizations pinpoint and interact with prospective applicants. The findings of a LinkedIn poll indicate that more than 70% of organizations utilize social media as a key means of recruiting new personnel, underscoring the substantial influence these platforms have on the recruitment process (Singh, 2023). Social media platforms enable recruiters to expand their reach to a broader pool of applicants, establish more personal connections with them, and cultivate relationships, therefore enhancing the efficiency and cost-effectiveness of the recruiting process (Singh, 2023). Social networking sites play a crucial part in the job search process by enabling job seekers to establish and use a broad network, facilitating connections with friends, family, and professional contacts. This, in turn, enhances their prospects of securing a job opportunity (Khan et al., 2024). The versatility and rapidity provided by social media platforms make them a potent instrument for recruiting, presenting benefits in terms of both cost and time (Wowor et al., 2022). Therefore, doing further study on digital recruiting techniques within the framework of talent war competition in Indonesian technology businesses is crucial to provide a more profound understanding for professionals and scholars in this domain.

## METHODS

The research methodology employs primary data acquired via comprehensive direct interviews, focus group discussions (FGD), and questionnaires completed by relevant stakeholders, including the HRD General Manager, HRD Recruitment Manager, and Finance Manager of the organization. Secondary data is acquired by conducting literature reviews extracted from books, the internet, journals, and relevant corporate records, as well as other material pertinent to the study's purpose.

This research employs both qualitative and quantitative data processing approaches. Data collected from comprehensive interviews, focus group discussions (FGD), questionnaire completion, and literature research are analyzed to address the questions under investigation. In this work, the data processing technique used is the Analytical Hierarchy Process (AHP). Data analysis was performed using the Expert Choice 2000 tool, with additional assistance from human computations using Microsoft Excel 2010.

Developed by Thomas L. Saaty in the 1970s, the Analytical Hierarchy Process (AHP) is a multi-criteria decision-making technique. This approach enables the comparison and relative evaluation of several factors to facilitate the making of intricate judgments. The Analytical Hierarchy Process (AHP) enables users to assign priority to certain criteria by considering their relative importance and the alternatives under evaluation.

## RESULTS AND DISCUSSION

1. Primary Strategic Framework for Digital Employee Recruitment PT. AKAB

   A systematic arrangement of four essential components is the core hierarchy of the digital employee recruiting model. These four components are interconnected and crucial to assess when creating a well-designed recruiting strategy. Figure 1 illustrates the primary hierarchy of the digital workforce recruiting strategy.

   a. Determinants of Digital Employee Recruitment Strategy

      In the recruiting process at PT. AKAB, the following aspects must be taken into consideration: employee requirements; corporate resources, requirements, and qualifications for the position; vision, mission, and objectives of the company; labor regulations; corporate policies; competition inside the industry; and advancements in technology.

   b. Key actors in the development of digital employee recruitment strategy

      The personnel that need consideration in the recruiting process at PT. AKAB are as follows: Manager of General Operations, Human Resources and Business Manager; and The Line Manager.
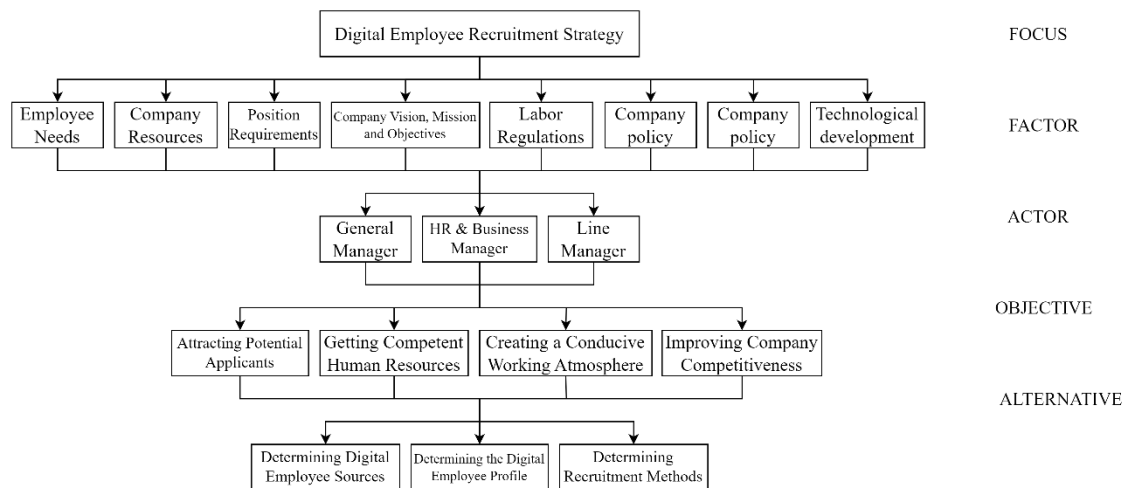
**Figure 1. Main Hierarchy of Digital Employee Recruitment Strategy**

c.  Objectives of Developing a Strategy for Recruitment of Digital Employees

Establishing a well-defined goal in the design of the recruiting model is crucial for ensuring effective and efficient guidance in the process of selecting employees. Presented below are the goals that the firm aims to accomplish: enticing prospective applicants, acquisition of proficient human resources, establishing a conducive working environment, and enhancing corporate competitiveness.

d.  Alternative Strategies for Recruitment of Digital Employees

The alternative model represents the last tier inside the primary hierarchy of the digital employee recruiting architecture. The alternative comprises three components, specifically: Identification of Employee Origins, Establishing Digital Employee Profiles, and Establishing Recruitment Strategies.

2.  Second Level of Digital Employee Recruitment Strategy Hierarchy

PT. AKAB has a level-two digital staff recruitment technique. This hierarchy extends the basic hierarchy's strategy components. This hierarchy determines the relative value of recruitment strategy sub-components. By using this technique, the company can ensure that every aspect of the digital people recruitment plan is prioritized based on its impact on the company's goals. This streamlines the recruitment and selection of candidates who meet the company's needs.

a.  Level Two of the Digital Talent Sourcing Hierarchy

Employee sourcing starts the alternative business model. This method involves finding high-quality digital talent sources. Sources include recruiting websites, social media, professional networks, and agencies. Organizations may improve their recruitment of qualified candidates by precisely identifying the right sources. In order to optimize the recruiting process and satisfy corporate requirements, it is imperative to identify these sources precisely. Figure 2 depicts the whole level two digital talent acquisition structure.

1)  Contributing Factors to the Selection of Digital Employee Sources

Factors influencing the selection of digital employee sources include position-specific requirements, budget for personnel recruitment, duration of recruitment, reputation and reach of the source, technology and solutions for recruitment, trends in the job market, organizational culture and core principles.
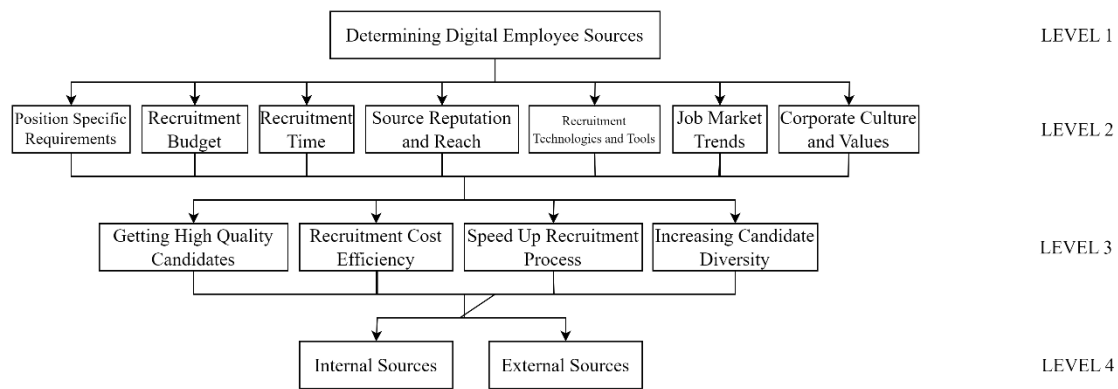
**Figure 2. Two-Level Hierarchy of Digital Employee Sourcing**

2) Goals of Identifying Digital Employee Sources

Objectives that impact the selection of digital employee sources are as follows: recruiting candidates of superior quality, efficiency of recruitment costs, enhancing the efficiency of the recruitment process; and enhancing the diversity of candidates.

3) Alternative Approaches to Identifying Digital Employee Sources

Outlined below are two options available to firms for identifying digital employee sources, namely internal and external sources: internal sources and exogenous sources (online recruiting platforms and social media networks).

b. Multi-Level Structure of Digital Employee Profiling

Accurate digital personnel profiles are essential for checking worker qualifications. Figure 3 shows the whole second-level structure for digital employee profiles. The hierarchical structure helps identify and set relevant criteria for possible employees, ensuring they have the skills and talents for the job. This hierarchy helps organizations streamline the recruiting process and ensure that all applicants meet the company's operating standards.

1) Contributing Factors to the Formation of Digital Employee Profiles

Five crucial elements affect the determination of digital employee profiles: requirements for the position, organizational culture, analysis of industry trends, competencies in technology, and professional experience and portfolio.

2) Group Analysis of Digital Employee Profiles

Presented here are four assessments of digital employee profile groups: analysis of technical skills, analysis of social and communication competencies, analysis of work experience, and evaluation of conformity to organizational culture.

3) Dimensions of Digital Employee Profiles

This document presents the profile aspects of each digital staff group study conducted: analysis of technical skills (computer programming, development of applications, analysis of data, and cybersecurity); analysis of social and communication competencies (collaboration, communication via spoken and written means, leadership, and resolution of conflicts); analysis of work experience (relevant projects, sector, length of professional experience, and accomplishments and outcomes); and evaluation of conformity to organizational culture (principles and professional ethics, flexibility, unwavering dedication to the company mission, and motivation and enthusiasm).
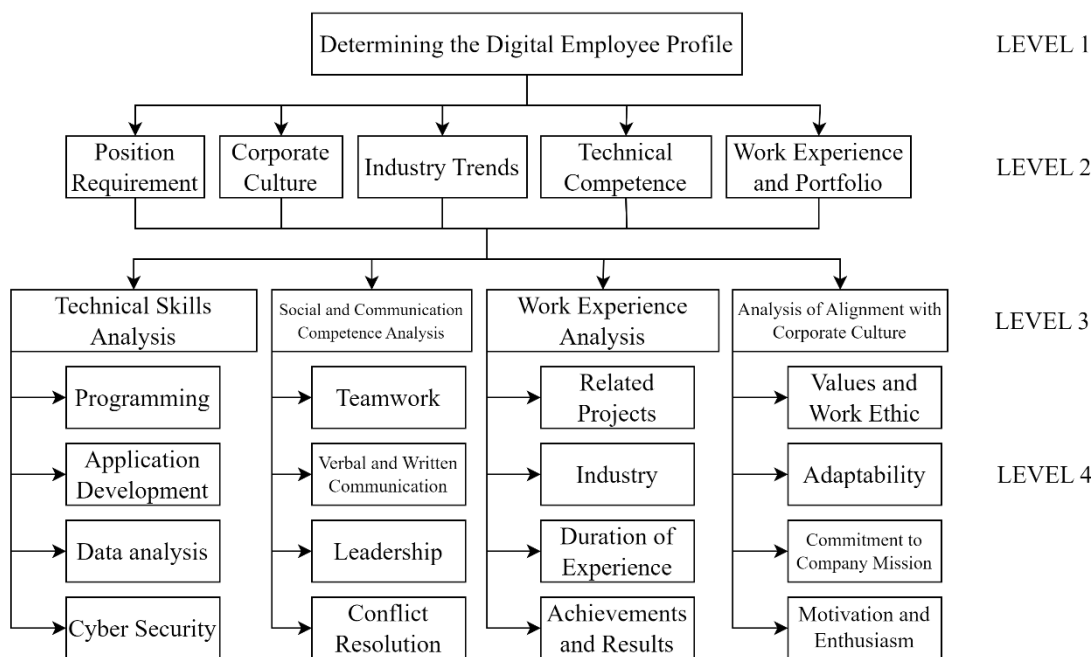
**Figure 3. Two-Level Hierarchy of Digital Employee Profiling**

c. Determination of the Second-Level Hierarchy of Recruitment Methods

The second-level hierarchical structure for determining the recruiting strategy is shown in Figure 4.
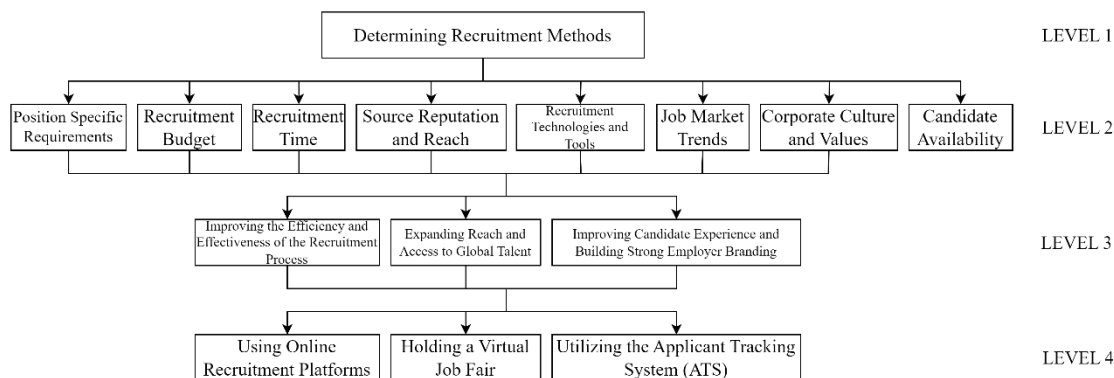


**Figure 4. Two-Level Hierarchy of Recruitment Method Determination**

1) Determinants of Recruitment Methods Decisions

Factors influencing the selection of recruiting strategies include position-specific requirements, budget for personnel recruitment, available time, scope and peer reputation of the source; technologies and tools for recruitment; trends in the job market; availability of candidates; and organizational culture and core principles.

2) Objectives of Recruitment Method Determination

The three primary goals of identifying digital employee recruiting tactics are optimizing the recruitment process to enhance efficiency and effectiveness, broadening the scope and availability of international talent, enhancing the candidate experience and establishing a robust employer brand.

3) Alternative Methods of Recruitment

Presented below are three different digital staff recruiting approaches that may be implemented: utilizing an internet-based recruitment platform, conducting an online employment expo, and employing an Accountability Tracking System (ATS).

3. Evaluation of the outcomes of the primary hierarchical process of digital employee recruiting methods

a. Determinants of the Digital Employee Recruiting Strategy

The second-level study determined the weight and priority of factors affecting digital employee recruitment strategy adoption. Priority must be given to personnel needs weighing 0.411. Line managers must inform HR & Business Managers about digital staff additions or replacements to expedite staff recruiting. Firm policy is the second factor, with 0.19 weight. This policy provides recommendations for digital employee recruitment and limits digital employee procurement activities.

With 0.175 weight, the company's resource component is the third most important. The company must examine the availability of financial resources, physical infrastructure, human resources, time, and supporting hardware and equipment. Companies must be able to efficiently and effectively utilize these resources to meet their goals. Labor regulations (0.107), work demands (0.060), vision, purpose, and business goals (0.042), industrial competitiveness (0.012), and technological innovation (0.003) also affect digital employee recruitment. Table 1 shows the relative relevance and significance of these factors based on statistical analysis.

**Table 1. Results of Processing Main Hierarchical Factors**

| Factor | Weight | Priority |
|---|---|---|
| Employee Needs | 0,411 | 1 |
| Company policy | 0,19 | 2 |
| Company Resources | 0,175 | 3 |
| Labor Regulations | 0,107 | 4 |
| Position Requirements | 0,060 | 5 |
| Company Vision, Mission, and Objectives | 0,042 | 6 |
| Industry Competition | 0,012 | 7 |
| Technological development | 0,003 | 8 |

b. Key actors in the development of digital employee recruitment strategy

The third-level study revealed that Line Managers, with a weight of 0.401, had the highest amount of involvement and direct responsibility in the digital employee recruiting strategy. Hence, Line Managers bear all accountability for the performance of digital personnel. The line managers possess the most comprehensive understanding of the company's requirements for digital personnel, including both the quantity and the necessary skills. Furthermore, Line Managers also serve as immediate supervisors of digital staff.

HR and business managers weigh 0.327 in the process as secondary participants. They communicate digital worker demands to HR and Business Managers, who urge HR to generate job opportunities. The General Manager is the final priority actor with 0.272 weight. General Managers must be directly involved since digital workers are essential to

organization efficiency. The full weight and priority values for contributors to the digital employee recruitment strategy are in Table 2.

**Table 2. Results of Processing Main Hierarchy Actors**

| Actor | Weight | Priority |
|-------|--------|----------|
| Line Manager | 0,401 | 1 |
| HR & Business Manager | 0,327 | 2 |
| General Manager | 0,272 | 3 |

c. The following are the objectives of developing a digital employee recruitment strategy.
The company's digital employee recruitment strategy is to attract prospects, hire talented workers, create a good work environment, and boost its competitiveness. The main goal is to hire qualified professionals (0.403) who can meet current and future needs. The second goal is to boost the company's competitiveness (0.274), expecting new digital hires to improve performance quickly. New digital workers must also provide a good work environment (0.241) for coworkers. Recruitment is the first goal (0.085). Table 3 shows the fourth-level analysis's weight and priority values for digital personnel recruitment strategy targets.

**Table 3. Results of Processing Main Hierarchy Objectives**

| Objective | Weight | Priority |
|-----------|--------|----------|
| Attracting Potential Applicants | 0,403 | 1 |
| Getting Competent Human Resources | 0,274 | 2 |
| Creating a Conducive Working Atmosphere | 0,241 | 3 |
| Improving Company Competitiveness | 0,082 | 4 |

d. Alternative Strategy for Digital Employee Recruitment
Table 4 shows that personnel source determination (0.484) is the main emphasis. Choosing the right employment source helps organizations choose the right recruitment approach. It also helps organizations set budget and time management policies. The second key item is digital employee profile methodology (0.275). Organizations need a digital employee profile that matches job criteria to hire talented workers. The recruiting method determination approach (0.241) strengthens the previous strategy since recruitment is vital to enticing prospects for the organization. Table 4 shows the weight and priority values for the digital employee recruitment plan components from the previous level analysis.

**Table 4. Results of Processing Alternative Main Hierarchy**

| Alternative | Weight | Priority |
|-------------|--------|----------|
| Determining Digital Employee Sources | 0,484 | 1 |
| Determining the Digital Employee Profile | 0,275 | 2 |
| Determining Recruitment Methods | 0,241 | 3 |

4. Evaluation of the Outcomes of the Digitized Employee Recruitment Strategy's Second-Level Hierarchy Processing
At the second level, there are three hierarchies organized according to the elements of the digital employee recruitment strategy: identifying the sources of employees, defining the

profiles of digital employees, and determining the techniques of digital employee recruitment. Within the second-level hierarchy, the actor components are not assigned any weight since they are considered to be identical or represented in the first-level hierarchy.

a. Analysis of the results obtained from the second-level hierarchy processing of digital employee source determination.

At the second level of the digital personnel source hierarchy, significant factors are weighted and prioritized. As demonstrated in Table 5, the position's unique needs (0.25) are the most important factor in the company's digital workforce source selection. This component is given the most weight since it is crucial to choosing the right supplier based on credentials and skills. The recruitment budget of 0.20 is the second variable since it directly influences source selection and the recruiting method. Reliable and thorough sources may attract top candidates; therefore, source reputation and reach (0.18) also matter. Recruitment time (0.15) is critical when the company must quickly fill a position to maintain operations. Job Market Trends (0.07) is important for the company to hire individuals, although its influence is less than other factors. Company Culture and Values (0.03) are the least important since they focus on long-term suitability, which may be reviewed when eligible candidates are found.

**Table 5. Results of Processing Second-Level Hierarchical Factors for Determining Digital Employee Sources**

| Factor | Weight | Priority |
|---|---|---|
| Position Specific Requirements | 0,25 | 1 |
| Recruitment Budget | 0,20 | 2 |
| Source Reputation and Reach | 0,18 | 3 |
| Recruitment Time | 0,15 | 4 |
| Recruitment Technologies and Tools | 0,12 | 5 |
| Job Market Trends | 0,07 | 6 |
| Corporate Culture and Values | 0,03 | 7 |

The Digital Talent Sourcing hierarchy's third rung includes goals. This study shows that recruiting high-quality applicants is the priority (0.35). This aim is crucial since applicant quality affects the organization's operational and strategic goals. The organization's second top priority is recruitment Cost Efficiency (0.25) since it's vital to recruit efficiently without exceeding budget. In order to guarantee uninterrupted operations, it is imperative to expedite the Recruitment Process (0.20) in order to fill vacant positions promptly. In order to foster a more innovative workforce capable of addressing global market challenges, it is imperative to diversify the candidate pool (0.20) further.

**Table 6. Results of Processing the Second Level Hierarchical Objectives of Determining Digital Employee Sources**

| Objective | Weight | Priority |
|---|---|---|
| Getting High-Quality Candidates | 0,35 | 1 |
| Recruitment Cost Efficiency | 0,25 | 2 |
| Speed Up Recruitment Process | 0,20 | 3 |
| Increasing Candidate Diversity | 0,20 | 4 |

The ultimate outcomes of the hierarchy formulation for identifying digital employee sources reveal the relative importance and significance of two sources of digital workers, namely external and internal sources inside the organization. Table 7 indicates that external sources

(0.60) have higher significance due to their ability to provide access to a wider range of high-caliber applicants from different backgrounds. This is crucial for fulfilling the particular requirements of the job and enhancing diversity. Conversely, internal sources (0.40) have less importance but are nevertheless noteworthy since they include individuals who are already acquainted with the company's culture and values and can readily adjust to new positions.

**Table 7. Results of Alternative Processing of Second Level Hierarchy for Determining Digital Employee Sources**

| Alternative | Weight | Priority |
|---|---|---|
| External Sources | 0,60 | 1 |
| Internal Sources | 0,40 | 2 |

b. Examination of the Outcomes of the Second-Level Hierarchy Processing for Quantifying Digital Employee Competency Profiles

Table 8 displays the weights and priority of the important elements obtained from the processing at the second level of the hierarchy for creating the digital employee competence profile. The position requirements component (0.30) is given the greatest weight due to its criticality in ensuring that hired personnel have the skills and credentials that align with the particular requirements of the job. Substantial weight is given to Technical Competency (0.25) since it is the primary skill needed for a digital position. Lack of adequate technical proficiency would hinder personnel from fulfilling the job requirements. The significance of Work Experience and Portfolio (0.20) is in their demonstration of the candidate's capacity to adapt their talents in practical scenarios, thereby serving as an indication of previous achievements and prospective future contributions. The weight assigned to Industry Trends (0.15) is quite low due to the fact that although it is crucial to stay updated with industry advancements, these criteria may not always be of utmost importance, contingent upon the stability and concentration of the industry. The weight assigned to Company Culture (0.10) is relatively low due to its significance in ensuring long-term compatibility. While it is crucial for successful integration, it is more feasible to adapt to the company culture after the applicant has joined compared to developing the necessary technical skills and expertise from the beginning.

**Table 8. Results of Processing Second-Level Hierarchical Factors for Determining Digital Employee Competency Profiles**

| Factor | Weight | Priority |
|---|---|---|
| Position Requirement | 0,30 | 1 |
| Technical Competence | 0,25 | 2 |
| Work Experience and Portfolio | 0,20 | 3 |
| Industry Trends | 0,15 | 4 |
| Corporate Culture | 0,10 | 5 |

The second level of the hierarchy for establishing the digital employee competence profile consists of items belonging to competency groups. Data processing at this level generates the weights and priority specified in Table 9. The study findings indicate that the technical skills competence group (0.35) has the most significance as it defines the fundamental aspects of digital work. Robust technological abilities are crucial for individuals to fulfill job prerequisites, particularly in positions that largely depend on technology. The second priority

is social and communication skills (0.30), which are highly valued because of their capacity to facilitate teamwork, efficient communication, and leadership, all of which are crucial for success in the contemporary work setting, particularly in cross-functional cooperation and problem-solving. The third category of competencies is work experience (0.20), which is assigned a moderate weight. While previous experience is important in showcasing a candidate's skills, it is not necessarily the primary factor in adjusting to a new position. Alignment with the corporate culture (0.15) is assigned a lower weight because of its relatively lesser importance in long-term retention. While critical for long-term retention, alignment may sometimes be cultivated after an employee joins the organization and is not considered a primary concern when compared to technical abilities and relevant experience.

**Table 9. Results of Processing the Level Two Hierarchy Competency Group for Determining the Digital Employee Competency Profile**

| Competency Group | Weight | Priority |
|---|---|---|
| Technical Skills Analysis | 0,35 | 1 |
| Social and Communication Competence Analysis | 0,30 | 2 |
| Work Experience Analysis | 0,20 | 3 |
| Analysis of Alignment with Corporate Culture | 0,15 | 4 |

The domain of technical skills encompasses four distinct aspects of competency: programming, application development, data analysis, and cybersecurity. An examination of this group using the Analytic Hierarchy Process (AHP) technique indicates that data analysis (0.15) is the highest priority for a digital employee. This demonstrates the criticality of the capacity to analyze and use data in the process of making business decisions. The second priority is application development (0.12), which necessitates the competence of digital personnel in developing apps that directly contribute to the creation of the company's fundamental digital goods. Programming, ranked third with a weight of 0.10, is a crucial foundational ability that may not be universally required in all digital positions, so its significance is somewhat diminished. The last priority is cybersecurity (0.08), which is crucial for safeguarding digital infrastructure; however, its importance may be somewhat lower than that of other skills in certain circumstances. The second priority competence category is social and communication competency analysis, assigned a score of 0.30. The relevance of this skill to the responsibilities of digital workers is in its capacity to facilitate teamwork, enable efficient communication, and provide leadership, which are crucial for achieving success in the contemporary work setting. The acquisition of these abilities is crucial in all positions, particularly in the context of cross-functional cooperation and dispute resolution. An inter-dimensional study of this group reveals that verbal and written communication (0.12) is assigned the most importance, suggesting that digital personnel need to possess the ability to express ideas and manage teams with effectiveness.

Furthermore, cooperation abilities (0.10) are as crucial in collaborative work settings; however they get a somewhat lower rating compared to communication skills. Conflict resolution (0.10) has equal significance because of its crucial role in preserving team cohesion and productivity. The weight assigned to leadership (0.08) is the lowest, suggesting that although considered significant, leadership is not universally a fundamental need in every position. Within the competence category for a digital employee, work experience analysis is ranked as the third priority, with a score of 0.20. Four factors comprise this group: similar initiatives,

industry, period of experience, and accomplishments and outcomes. The factor with the most weight is linked projects (0.15), which is deemed very significant since it demonstrates the candidate's practical skills via direct involvement in relevant initiatives. In addition, achievements and results (0.12) have significant importance as they demonstrate the candidate's tangible contributions to past initiatives. The weights assigned to the characteristics of experience duration (0.10) and industry (0.08) are much lower. The duration of the experience is regarded as significant; however, it does not always indicate the quality of the experience. However, experience in a certain area is assigned a lesser importance since talents might be applied to other industries.

An evaluation of conformity with corporate culture (0.15) is the fourth most important skill category. Within this category, there are four degrees of expertise. Firstly, core values and a strong work ethic (0.10) are crucial for achieving a seamless and enduring integration into the business culture. The second component, dedication to the company's goal (0.10), is significant but may not be as visible during the first stages of the hiring process. Thirdly, adaptability (0.08) is a crucial trait that is sometimes more easily cultivated once an individual has joined the organization. Ultimately, drive and excitement (0.08), although crucial for achieving sustained success, are assigned a lesser measure of importance compared to other elements of cultural alignment.

**Table 10. Results of Processing the Second Level Hierarchical Competency Dimensions for Determining the Digital Employee Competency Profile**

| Competency Group | Competency Dimensions | Weight | Priority |
|---|---|---|---|
| Technical Skills Analysis | Data analysis | 0,15 | 1 |
| | Application Development | 0,12 | 2 |
| | Programming | 0,10 | 3 |
| | Cyber Security | 0,08 | 4 |
| Social and Communication Competence Analysis | Verbal and Written Communication | 0,12 | 1 |
| | Teamwork | 0,10 | 2 |
| | Conflict Resolution | 0,10 | 3 |
| | Leadership | 0,08 | 4 |
| Work Experience Analysis | Related Projects | 0,15 | 1 |
| | Achievements and Results | 0,12 | 2 |
| | Duration of Experience | 0,10 | 3 |
| | Industry | 0,08 | 4 |
| Analysis of Alignment with Corporate Culture | Values and Work Ethics | 0,10 | 1 |
| | Commitment to Company Mission | 0,10 | 2 |
| | Adaptability | 0,08 | 3 |
| | Motivation and Enthusiasm | 0,08 | 4 |

c. Analysis of the results obtained from the second level hierarchical processing of determining digital employee recruitment methods.

The second-tier recruitment strategy processing approach assigns weights and priorities to distinct influencing components. The firm's most important element is position-specific needs (0.25). This is the most important part since it ensures that the recruiting operation can find

candidates with the right skills and experience. The recruitment Budget (0.20) limits recruiting tactics and is second in significance. Candidates available (0.15) is the third factor, since market supply may affect recruitment strategies. In a digital context, the Technology and Recruitment Tools component (0.12) is essential for improving recruitment efficiency and scope. Reputation and Source Reach (0.10) are important in attracting top-tier candidates, although their influence fluctuates. Due to cultural adjustments after candidates join, Organizational Culture and Values (0.08) ranks sixth with decreased relevance. Since applicant quality may outweigh speed, Recruitment Time (0.07) is also considered, but less so. Job Market Trends has the lowest value, 0.03, but its importance resides in its position as a supplementary recruitment strategy consideration.

**Table 11. Results of Processing Second-Level Hierarchical Factors for Determining Digital Employee Recruitment Methods**

| Factor | Weight | Priority |
| --- | --- | --- |
| Position Specific Requirements | 0,25 | 1 |
| Recruitment Budget | 0,20 | 2 |
| Candidate Availability | 0,15 | 3 |
| Recruitment Technologies and Tools | 0,12 | 4 |
| Source Reputation and Reach | 0,10 | 5 |
| Corporate Culture and Values | 0,08 | 6 |
| Waktu Rekrutmen | 0,07 | 7 |
| Tren Pasar Kerja | 0,03 | 8 |

Three main aims guide recruiting method selection: improving recruitment efficiency, expanding the global talent pool, and improving applicant experience and company brand. Table 12 shows these items' values and weights from pairwise comparison analysis. Table 12 shows that improving recruitment efficiency and effectiveness (0.40) is the most important aim. This aim is prioritized since efficiency and effectiveness are essential for a fast and targeted recruitment process. This lets companies hire qualified candidates without spending too much. In the connected digital era, improving reach and access to global talent (0.35) is the second most important aim. Broadening their reach may help organizations find people with rare skills that are hard to find locally. The least important aim is improving the candidate experience and building a good employer brand, with 0.25 weight. This aim, although important for recruiting top talent, focuses on the long term and company image, making it less important than efficiency or recruitment reach.

**Table 12. Results of Processing the Second Level Hierarchy Objectives for Determining Digital Employee Recruitment Methods**

| Objective | Weight | Priority |
| --- | --- | --- |
| Improving the Efficiency and Effectiveness of the Recruitment Process | 0,40 | 1 |
| Expanding Reach and Access to Global Talent | 0,35 | 2 |
| Improving Candidate Experience and Building Strong Employer Branding | 0,25 | 3 |

At the fourth level of the hierarchy for determining recruitment methods, processing generates conflicting choices to prioritize. According to Table 13, enterprises choose the Applicant Tracking System (ATS) (0.40). The ATS system is prioritized because it helps employers screen, handle, and monitor applicants. Automated Talent Selection Systems (ATS) automate

several portions of the recruiting process, reduce selection time, and ensure organizations can find candidates that best meet requirements. Organizations may also utilize an Online Recruitment Platform (0.35). LinkedIn, Indeed, and Glassdoor allow global hiring, making this strategy crucial. This platform allows organizations to access more varied and qualified people from different backgrounds and locations, improving their chances of finding them. Finally, Virtual Job Fair gets 0.25, the lowest weight. This method can easily gather a large number of candidates in a short period, but it depends on applicant participation and quality. This method is better for branding and applicant engagement than an ATS or online recruitment platform, but it may not provide the most qualified prospects.

**Table 13. Results of Processing the Second Level Hierarchy Method for Determining the Digital Employee Recruitment Method**

| Method | Weight | Priority |
|---|---|---|
| Utilizing the Applicant Tracking System | 0,40 | 1 |
| Using Online Recruitment Platforms | 0,35 | 2 |
| Holding a Virtual Job Fair | 0,25 | 3 |

5. Implications for Management

In light of rapid technology advancements, organizations need to adapt their hiring practices by using more efficient digital approaches. An essential technology is the Applicant Tracking System (ATS), which streamlines the selection process and enhances the quality of candidates. Automated Talent Selection (ATS) enables recruitment managers to concentrate on applicants who most closely match the company's requirements, therefore minimizing the time and resources needed for recruiting. Furthermore, organizations must also include the use of internet-based recruiting sites like LinkedIn, Indeed, and Glassdoor. These platforms enhance the worldwide recruiting reach and appeal to applicants with diverse skill sets. In order to optimize its advantages, organizations must maintain appealing corporate profiles and properly use active candidate search capabilities and sponsored advertising.

By hosting a Virtual Job Fair, employers may enhance their brand exposure and provide applicants with an engaging experience. Despite its relatively lesser importance in comparison to ATS and online recruiting platforms, this approach seems to be successful in attracting young people, particularly recent grads seeking prospects. Thorough preparation is necessary, which involves direct communication between applicants and recruiting managers, along with comprehensive information about job opportunities inside the organization. In order to operate recruitment with optimal efficiency and effectiveness, organizations must establish explicit performance metrics at every phase of digital recruiting, including process duration, levels of candidate satisfaction, and rates of application conversion into employees. By analyzing this data, organizations may pinpoint areas that need improvement and make well-informed choices about resource allocation.

Managers in organizations should also consider the candidate's unity with the company's culture; however, it is of lesser significance compared to technical abilities. Ensuring cultural unity is crucial for sustained employee retention, so interviews and cultural evaluations should be included in the recruiting process. It is necessary to evaluate candidates' dedication to the company's goal using appropriate assessment techniques since this dedication directly impacts long-term performance and loyalty. Organizations need to have an onboarding program that facilitates the assimilation of new employees, including both technical proficiency and

alignment with the company's values and culture. Management is responsible for ensuring the seamless operation of the onboarding program to facilitate the integration of new personnel.

In order to remain relevant, organizations must be flexible in response to labor market developments and technology advancements that impact the process of recruiting. Systematic assessment of the tools and techniques used, including modifications to recruiting efforts informed by data and input, is crucial. It is essential to enhance the collaboration between HR and IT departments to guarantee the efficient operation of recruiting technology and the management of applicant data. In conclusion, it is essential for management to consistently evaluate the comprehensive performance of digital recruiting, including the efficacy of the approach, the caliber of applicants, and the influence of recruitment processes on corporate performance. Through ongoing evaluation and adaptation, organizations may guarantee that the digital recruiting techniques used optimally align with the strategic objectives of the organization.

## CONCLUSION

In summary, the use of digital recruiting techniques such as Applicant Tracking Systems (ATS), online recruitment platforms, and virtual job fairs is essential for organizations to tackle recruitment obstacles in the contemporary landscape. Automated Talent Selection Systems (ATS), being the most favored tool, enable organizations to streamline and enhance the applicant selection process, therefore boosting recruiting efficiency and effectiveness. Online recruiting platforms enhance the company's access to worldwide talent, enabling organizations to identify applicants with both uncommon and highly sought-after abilities. Despite the relatively lesser significance of virtual job fairs, this approach remains pertinent in establishing a strong employer brand and offering an engaging recruiting experience for applicants. In summary, the incorporation of these three approaches guarantees that organizations can effectively attract, evaluate, and employ high-caliber people who align with the company's requirements.

Furthermore, it is crucial to take into account the significance of cultural unity and dedication to the organization's objective in the context of digital recruiting. While cultural congruence may not carry as much importance as technical credentials and expertise, it is nevertheless a critical factor in ensuring long-term employee retention. Through the implementation of a recruiting strategy that emphasizes efficiency, effectiveness, and cultural unity, organizations may guarantee that the recruitment process not only yields applicants that satisfy technical criteria but also align with the company's principles. Proactive assessment and modification of the methodologies and instruments used will enable organizations to be flexible in response to changes in the labor market and technology, therefore preserving their competitive edge in attracting top-tier personnel.

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