

E-RECRUITMENT AND CIVIC ORGANIZATIONAL MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS

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Article History

Received: 14 December 2025

Accepted: 16 December 2025

Published: 30 December 2025

Abstract

Digital transformation within campus-based civic organizations has become increasingly urgent as manual recruitment methods are no longer efficient nor capable of reaching diverse prospective members. This study aims to examine the implementation of e-recruitment, its effectiveness, and the managerial challenges that arise within digitalized cadre formation processes. The theoretical framework draws on Digital Management Theory, E-Recruitment Theory, and Organizational Capability Theory. Using a qualitative case study approach, data were collected through in-depth interviews, observations, and document analysis. The findings indicate that e-recruitment enhances operational efficiency, expands inclusivity, and reduces selection bias, although technical issues, digital literacy gaps, and data security concerns remain. These results highlight that successful e-recruitment depends on technological readiness and adaptive organizational strategies. The study contributes empirical insights into the digitalization of non-formal organizations and provides practical recommendations for strengthening recruitment systems in higher education settings.

Keywords: Campus Civic Organizations, Digital Management, E-Recruitment.

A. INTRODUCTION

Advances in digital technology over the past several years have driven fundamental changes in organizational management practices, particularly through the adoption of sophisticated information systems and the integration of data-driven applications (König & Lesser, 2022). Digital transformation enables organizations to streamline workflows, accelerate decision-making processes, and enhance operational accuracy far beyond what conventional approaches can offer. Within the domain of human resource management, these innovations strengthen the functions of recruitment, selection, and talent development through the use of technologies such as digital platforms, HR analytics, and artificial intelligence (Bondarouk & Brewster, 2023). Recent studies indicate that organizations capable of effectively integrating digital technologies tend to achieve strategic advantages, as their managerial processes become more adaptive, responsive, and evidence-based (Gal et al., 2020). Consequently, digitalization is not merely a technological trend but has evolved into a key determinant shaping the structure and dynamics of modern management.

In the context of recruitment functions, digital transformation has given rise to e-recruitment, a mechanism that has proven effective in increasing time efficiency, process transparency, and selection quality through the use of online platforms and data-based automation systems (Johnson et al., 2021). The adoption of digital technologies also expands the dissemination of information and enriches applicants' experiences through faster interactions and more intensive two-way communication channels (Gawke et al., 2022). Contemporary literature emphasizes that the success of e-recruitment implementation is

<http://jurnaldialektika.com/>

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia

P-ISSN: 1412-9736

E-ISSN: 2828-545X

strongly influenced by an organization's digital readiness, the technological competencies of recruitment administrators, and the quality of supporting digital infrastructure (Elia et al., 2020; Ruel & Bondarouk, 2022). In various countries, e-recruitment is regarded as a strategic instrument for strengthening talent management and enhancing the competitiveness of community-based organizations as well as formal institutions. Thus, digital recruitment has become an integral component of organizational transformation in the digital era.

Within higher education settings, civic organizations operating on campuses face increasingly complex demands for member regeneration, particularly regarding the need for competent individuals who can adapt to dynamic academic environments. Many student-based organizations still rely on manual recruitment methods that are time-consuming and often fail to reach a broad pool of potential members. Limited resources, insufficient access to information, and low student participation are persistent challenges that constrain recruitment processes. The adoption of e-recruitment presents a promising avenue to address these obstacles by enabling more efficient, structured, and inclusive selection mechanisms. Therefore, examining how civic organizations within higher education institutions implement e-recruitment is essential for understanding their efforts to modernize and enhance adaptive organizational management practices..

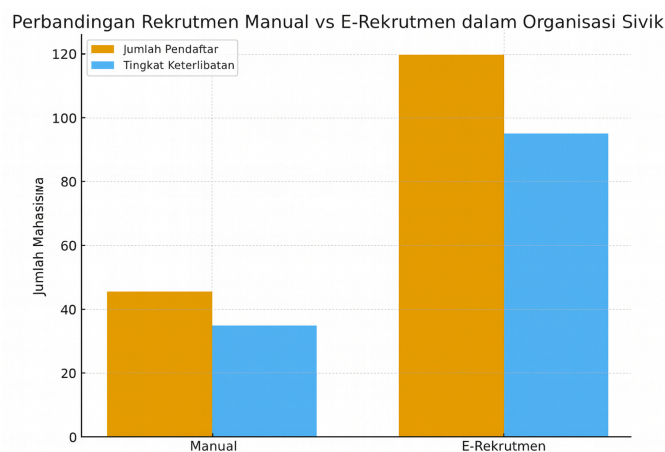


Figure 1. Comparison of Manual Recruitment vs E-Recruitment in Student Organizations
Source: Researcher Processed, 2025

The use of e-recruitment appears to significantly increase the number of applicants compared with manual methods, indicating that digitalization can broaden information reach and attract a larger pool of potential members. Moreover, student engagement levels also rise under e-recruitment procedures, suggesting that digital approaches foster more active and structured participation. These visual findings indicate that e-recruitment offers higher effectiveness in supporting the member regeneration processes of civic organizations within university settings.

According to Strohmeier (2020), e-recruitment reduces administrative burdens and enhances time efficiency compared with traditional recruitment practices. Melanthiou et al. (2015) similarly found that digital recruitment expands candidate pools and promotes greater transparency in selection processes. Meanwhile, Kashi and Zheng (2013) emphasize that the success of e-recruitment implementation is strongly shaped by organizational readiness, including the digital competencies of its members. Collectively, these studies underscore that e-recruitment is not merely a technical innovation but a strategic instrument for improving

managerial processes. The existing literature thus reflects a broad consensus that digital recruitment supports improvements in selection quality and organizational effectiveness.

This study shares similarities with the three aforementioned works in its focus on the role of e-recruitment as a mechanism for enhancing the effectiveness of selection processes and managerial efficiency. Consistent with Strohmeier (2020), this research examines how digitalization helps overcome the administrative constraints that commonly hinder manual recruitment in campus-based organizations. It also aligns with Melanthiou et al. (2015) regarding the importance of transparency, as well as with Kashi and Zheng (2013) on the relevance of organizational readiness. However, prior studies have largely concentrated on formal organizations, corporations, or industrial sectors, whereas the present study designates student civic organizations as its primary locus. This contextual distinction introduces a new analytical space that remains underexplored in existing e-recruitment literature.

The originality of this study lies in its focus on the implementation of e-recruitment within student civic organizations—entities characterized by fluid structures, limited resources, and non-profit-oriented regeneration objectives. Unlike research conducted in formal institutions, this study investigates how recruitment digitalization operates within a collective social environment grounded in voluntary participation. Such an approach enables a deeper understanding of how technology can function as a managerial instrument within non-formal organizational ecosystems. Furthermore, this research does not merely evaluate system effectiveness, but also explores the managerial dynamics that emerge during implementation. As a result, the study offers a unique contribution to the e-recruitment literature within the context of non-formal higher education settings.

The urgency of this research is driven by the need for campus-based civic organizations to adopt more adaptive, inclusive, and efficient recruitment models amid the rapid digital cultural shifts in higher education. Effective member regeneration is essential for organizational sustainability, making digital transformation a strategic necessity rather than an optional enhancement. At the same time, low digital literacy among members and constrained resources often impede manual recruitment processes, rendering e-recruitment a relevant and timely solution. This study addresses these needs by providing empirical insights into how digital systems can strengthen governance over member regeneration processes. Accordingly, the research holds practical relevance for campus organizations and theoretical value for the broader literature on digital organizational management.

The aim of this study is to analyze the implementation of e-recruitment in civic organizations within higher education institutions, with particular attention to its effectiveness, supporting and inhibiting factors, and the managerial implications arising from digitalization. The study seeks to understand how campus-based civic organizations adopt technology-enabled recruitment systems as a response to increasingly complex regeneration demands. It further aims to identify the challenges encountered during implementation and the adaptive strategies employed to overcome them. This analysis is expected to provide a comprehensive understanding of digital-based management practices within non-formal organizational environments in universities. Ultimately, the study aspires to offer both conceptual and practical insights for the development of more effective, inclusive, and sustainable digital recruitment models.

B. LITERATURE REVIEW

Digital Management

Digital Management Theory emphasizes how organizations integrate technology to enhance process effectiveness, decision-making, and work coordination (Bondarouk & Brewster, 2023). Within this perspective, digitalization is understood as a strategic

mechanism that enables organizations to transform toward more adaptive and responsive structures in the face of environmental change (Leicht-Deobald et al., 2019). Prior studies demonstrate that the success of digital management depends on an organization's ability to manage data, utilize information systems, and develop sustainable technological capabilities (Strohmeier, 2020). This perspective also highlights that digitalization is not merely a technical adjustment, but a managerial paradigm shift that reshapes working patterns and communication flows within organizations (Parry & Battista, 2019). Accordingly, this theory provides a useful framework for understanding how technology can strengthen managerial practices in civic organizations operating within higher education environments. Indicators

- Integration of technology into organizational processes
- Workflow efficiency and automation
- Digital competencies of organizational members
- Adaptive managerial structures
- Use of data to support decision-making

E-Recruitment

E-Recruitment Theory explains how organizations utilize digital platforms to improve the efficiency of sourcing, screening, and selecting candidates (Holm & Haahr, 2018). This approach highlights that the digitalization of recruitment can broaden the reach of information and enhance the quality of interactions between organizations and prospective members (Melanthiou et al., 2015). Recent studies indicate that the effectiveness of e-recruitment is shaped by technological readiness, user experience, and the digital literacy levels of key stakeholders (Bondarouk & Brewster, 2023). In various organizational contexts, e-recruitment has also been shown to reduce selection bias and strengthen transparency across recruitment stages (Strohmeier, 2020). Accordingly, this theory provides a conceptual foundation for understanding how digital recruitment systems can enhance the effectiveness of member regeneration processes in campus-based civic organizations. Indicators

- Breadth of information dissemination
- Accessibility for prospective members
- Time efficiency and process streamlining
- Quality of digital interactions
- Transparency across recruitment stages

Organizational Capability

Organizational Capability Theory emphasizes that an organization's ability to adapt, innovate, and develop its resources determines its operational success across varying conditions (Helfat & Peteraf, 2021). These capabilities include the organization's capacity to respond to environmental changes by strengthening internal competencies and facilitating collaboration among members (Eisenhardt & Martin, 2020). In digital contexts, organizational capability refers to the ability to leverage technology to improve work processes and generate new value for stakeholders (Teece, 2021). Recent literature demonstrates that organizations with strong capabilities are better positioned to implement digital transformation effectively and sustainably (Fainshmidt et al., 2020). Therefore, this theory is relevant for assessing the extent to which campus-based civic organizations are able to manage e-recruitment as part of their broader adaptation and managerial improvement processes. Indicators

- Ability to adapt to environmental changes
- Internal member competencies
- Innovation within work processes
- Capacity to utilize technology
- Organizational readiness for transformation

C. RESEARCH METHODOLOGY

This study employs a qualitative approach with a case study design to gain an in-depth understanding of the implementation of e-recruitment within civic organizations in higher education institutions. A qualitative approach was selected because it allows the researcher to explore experiences, perspectives, and managerial dynamics that cannot be fully captured through quantitative methods (Creswell & Poth, 2018). The case study design is considered appropriate as it enables intensive examination of a phenomenon within the real-life context of an organization (Merriam & Tisdell, 2020). Moreover, this method is well suited for identifying the processes, challenges, and organizational strategies involved in adopting e-recruitment as a contemporary management tool. Accordingly, the qualitative case study approach provides a robust analytical framework for understanding the complexities of recruitment digitalization in campus-based civic organizations.

Data collection techniques consist of in-depth interviews, participant observation, and document analysis, following the guidelines of Creswell and Poth (2018). In-depth interviews were conducted to capture the experiences of organizational leaders and participants regarding the e-recruitment process, including their perceptions of its effectiveness and the challenges faced during implementation. Participant observation was used to directly observe how digital recruitment procedures were executed and how members interacted throughout the process. Document analysis involved reviewing recruitment guidelines, digital forms, activity reports, and relevant organizational records. The combination of these three techniques ensures the generation of triangulated, rich, and comprehensive data.

A purposive sampling strategy was employed, involving the deliberate selection of informants based on their relevance to the phenomenon being studied (Merriam & Tisdell, 2020). Informants included core organizational leaders, recruitment committee members, newly admitted members who underwent the e-recruitment process, and individuals familiar with the managerial dynamics of campus civic organizations. This method enables access to participants with direct and meaningful experience, thereby enhancing the depth and relevance of the data collected. The number of informants followed the principle of data saturation, wherein further data collection no longer yields new insights (Creswell & Poth, 2018). Thus, informant selection prioritizes the richness of information rather than statistical quantity.

Data analysis was conducted using Thematic Analysis based on the guidelines of Braun and Clarke (2021), which involve six key phases. The first phase is data familiarization through repeated reading and the identification of significant details. The second phase consists of generating initial codes to capture patterns, issues, or emerging concepts. The third and fourth phases involve developing and reviewing themes to ensure coherence across data units. The fifth and sixth phases include defining themes and producing a narrative report of the findings. Thematic Analysis was selected because it systematically illustrates the dynamics of e-recruitment implementation while highlighting managerial aspects that emerge from participants' experiences.

D. RESULT AND DISCUSSION

Implementation and Workflow of E-Recruitment in Campus Civic Organizations

The implementation of e-recruitment within campus civic organizations demonstrates that the publication stage is the most digitally adaptive phase. Organizations primarily utilize Instagram and WhatsApp as their main information dissemination channels, as both platforms are widely used and align with students' mobile-centric communication habits. This strategy has proven effective in increasing the visibility of recruitment activities while strengthening initial engagement through easily shareable content. Although seemingly simple, the use of

social media during the publication stage plays a crucial role in building awareness and expanding participation, particularly for students who have no prior connection to the organization. Integrating digital media at this early stage establishes a foundation for a more structured recruitment process in subsequent phases.

The administrative screening stage shows the most significant transformation, as organizations employ Google Forms as the primary tool for collecting and managing applicant data. Digitalizing the application form allows committees to organize information more systematically, consistently, and verifiably compared with manual methods prone to duplication or data loss. Beyond improving operational efficiency, the use of digital forms reduces physical interactions and accelerates the mapping of prospective members based on predetermined organizational criteria. However, the use of Google Forms also presents challenges, such as the risk of system errors during high-traffic periods and dependence on a stable internet connection. Despite these constraints, the integration of digital tools into the administrative screening stage remains a key element of the modernization of recruitment systems within campus civic organizations.

The announcement stage, conducted via WhatsApp, reflects the organization's practical approach in ensuring that information reaches candidates quickly and directly. Although WhatsApp is not an ideal platform for data management, its use demonstrates a preference for familiar and easily accessible communication media. Following the digital stages, the orientation process is shifted to on-site meetings, indicating the presence of a hybrid system that combines digital efficiency with the interpersonal engagement necessary for fostering organizational values, identity, and culture. This pattern of consolidation reveals that digitalization does not entirely replace traditional practices but rather operates as a complementary mechanism that strengthens managerial effectiveness. As such, the e-recruitment workflow in campus civic organizations reflects an adaptive blend of technology and conventional practices to achieve a balance between efficiency and interpersonal connectedness.

The implementation of e-recruitment—particularly the use of Instagram and WhatsApp during the publication stage—is consistent with Melanthiou et al. (2015), who argue that social media expands information reach and enhances early candidate engagement. The transformation of administrative screening through Google Forms aligns with findings in the literature that digital forms improve data accuracy and processing efficiency. Likewise, the use of WhatsApp for result announcements and the adoption of a hybrid model for orientation reflect prior research noting that instant messaging accelerates communication in recruitment processes, and Teece (2021) emphasizes the importance of combining digital and face-to-face approaches to preserve organizational value transmission. Furthermore, the alignment between the study's digital practices and the perspective articulated by Strohmeier (2020) strengthens the argument that e-recruitment is not merely a technical tool but a strategic component of organizational modernization. Therefore, the findings of this research show strong consistency with existing literature that highlights the role of digital technologies in expanding reach, improving efficiency, and enhancing the overall effectiveness of recruitment processes.

Managerial Efficiency as a Key Impact of Recruitment Digitalization

The digitalization of recruitment has a direct impact on managerial efficiency, as various stages that previously required significant time and effort can now be carried out more concisely and structured. The transfer of the registration process to digital platforms such as Google Forms allows the committee to collect participant data without the need for a physical booth, thereby reducing operational costs and accelerating administrative workflow. Data is automatically stored in a standardized format, facilitating the verification, screening, and

grouping of prospective members, eliminating the need for error-prone manual input. This not only improves the accuracy of information processing but also strengthens process accountability, as all data is systematically recorded and can be retrieved when needed. Thus, digitalization has been proven to strengthen managerial control and effectiveness by reducing previously repetitive administrative burdens.

Other findings indicate that the use of digital systems significantly reduces the rate of administrative errors, as each data entry is recorded directly by the system, minimizing the risk of duplication, lost forms, or typos. Furthermore, automated features such as filters, categories, and data sorting expedite the selection process, allowing the committee to immediately map prospective members according to established criteria. This speed results in a more efficient decision-making process, particularly in campus civic organizations that have relatively short recruitment periods and require rapid managerial responses. This acceleration also allows committees to allocate more energy to the development and orientation of new members, rather than simply dealing with monotonous administrative tasks. Therefore, digitizing recruitment is a strategic tool for strengthening internal organizational efficiency while improving the quality of the cadre development process.

The findings of this study, which show that digitizing recruitment can improve managerial efficiency, from saving time, minimizing administrative errors, to accelerating the selection process, do not fully align with several previous studies that highlight significant limitations in technology implementation. (König & Lesser, 2022) found that the adoption of e-recruitment in small organizations is hampered by low digital literacy among members, which does not automatically make the digital recruitment process more efficient. These findings are supported by (Chaudhry et al., 2021), who stated that internal resistance to the use of digital systems can slow down workflows and create new administrative burdens, especially when members are unfamiliar with the platforms used. Furthermore, (Gawke et al., 2022) showed that technical constraints such as unstable internet connections can reduce the effectiveness of digital systems, in contrast to the results of this study, which showed that recruitment performance remained efficient despite facing technical constraints. These differences indicate that digital efficiency is not universal and is highly dependent on organizational readiness, the capabilities of its members, and the adaptation strategies employed during technology implementation.

Increasing the Inclusivity and Reach of Digital-Based Recruitment

The digitalization of recruitment has significantly expanded the reach of publications, as campus civic organizations can utilize platforms like Instagram and WhatsApp to reach prospective members across various faculties and classes. Disseminating information through digital media allows recruitment messages to spread more quickly and transcend social network boundaries, which previously relied on direct student interactions. The power of social media algorithms also helps recruitment content remain visible on the timelines of many users, increasing the likelihood of information being accessible to new students. This demonstrates that the use of digital media is not only a tool for disseminating information, but also a strategy for expanding an organization's exposure to a more diverse campus community. Therefore, a broader publication reach is a strong indicator of inclusivity in digital recruitment.

Research findings indicate that the use of digital registration forms provides more equal access for all prospective members, without the constraints of space, time, or physical limitations. Students can register anytime and from anywhere, making the process more inclusive for those with limited mobility or busy academic schedules. Standardizing the format on Google Forms also ensures that all prospective members receive the same instructions, reducing the risk of disparities often encountered in manual recruitment.

Furthermore, digital access eliminates the reliance on physical booths, which typically only reach students at specific points on campus. Thus, the digital registration system creates a more equitable space for participation and reduces inequities in access during the initial recruitment process.

The use of digital platforms not only expands the reach of publications but also increases overall student participation. Data presented through standardized forms allows committees to objectively assess candidate profiles without the intervention of subjectivity in the initial stages of selection, thereby reducing the potential for bias that often arises in face-to-face interactions. Furthermore, digital-based recruitment provides a more neutral space for prospective members to express themselves, especially for individuals who may lack confidence in the in-person registration process. The increased number of applicants in the digital system compared to manual methods demonstrates that more equal access can open opportunities for students from more diverse backgrounds. Thus, the digitization of recruitment reinforces the principles of inclusivity and objectivity, which are essential foundations for cadre-oriented campus civic organizations.

The findings regarding increased inclusivity through the reach of digital publications align with those of Melanthiou et al., 2015, who asserted that social media can expand recruitment networks and reach a more diverse pool of candidates. Strohmeier (2020) also demonstrated that the use of digital forms increases equal access for all applicants because they are not limited by time and space. Furthermore, Holm & Haahr (2018) found that standardizing digital registration reduces the potential for bias in the initial selection stage and increases the objectivity of decisions. Research by Johnson et al. (2021) confirms that online recruitment tends to result in higher participation rates than manual methods, primarily due to easier access to information. Thus, the findings of this study are consistent with the literature emphasizing that digital recruitment enhances the inclusivity, objectivity, and involvement of prospective members in the selection process.

Organizational Implementation Challenges and Adaptation Strategies

Although e-recruitment offers numerous benefits for campus civic organizations, its implementation still faces a number of technical and organizational challenges. These challenges arise at various stages of recruitment, from digital data management to human resource readiness to implement technology-based systems. To understand these dynamics more comprehensively, the following table summarizes the categories of obstacles and the managerial solutions implemented by organizations during the e-recruitment process:

Table 1. Categories of Managerial Barriers and Solutions in the E-Recruitment Process

Challenge Category	Description of Constraint	Impact on Recruitment	Adaptive / Mitigation Strategies
Technical – Server & Connectivity	Unstable internet connection; digital forms experience errors during high traffic.	Registration is disrupted; some applicants struggle to submit data on time.	Staggered registration schedules; Google Form load testing; providing alternative internet access for the committee.
Technical – Devices	Differences in participants' device specifications cause inconsistent form displays.	Data entry errors; participants fail to upload required documents.	Providing minimum technical guidelines; offering a lighter version of the form; ensuring multi-device compatibility.

Challenge Category	Description of Constraint	Impact on Recruitment	Adaptive / Mitigation Strategies
Human Resources – Committee Digital Literacy	Not all committee members understand digital data management or e-recruitment workflow.	Slow data processing; risk of misclassifying participants.	Short technical training; establishing SOPs for data management; task allocation based on digital competencies.
Human Resources – Internal Coordination	Committee communication is suboptimal, especially during peak workload periods.	Miscommunication in verification and publication workflows.	Use of real-time coordination groups; routine briefings; development of a digital work timeline.
Data Security	Risk of applicant data leakage or unauthorized access.	Decreased participant trust; potential misuse of personal information.	Restricted access to Google Drive; encrypted backups; use of organizational accounts; periodic data audits.
Manual–Digital Integration	Inconsistencies between digital data and face-to-face orientation processes.	Participant information is unsynchronized; committee must re-verify data.	Standardization of data formats; re-check systems; assigning PICs for data validation at each stage.

Source: Processed by Researchers, 2025

Table 1 shows that the challenges of implementing e-recruitment in campus civic organizations are not only technical, but also related to human resource readiness and data security. Technical constraints such as unstable connections and incompatible devices have been shown to hamper the smoothness of digital registration, while digital literacy issues among committees add to the complexity of data management. Furthermore, information security issues require organizations to implement stricter access controls and data storage procedures to maintain applicant trust. Mitigation strategies, ranging from scheduling intermittent access to brief technical training and the use of encrypted backups, demonstrate consistent adaptive efforts. Overall, this analysis confirms that e-recruitment success depends on a combination of technological readiness, organizational capacity, and management's responsiveness to operational challenges.

While this study demonstrates that various technical and organizational challenges can be overcome through effective adaptation strategies, these findings differ from those of Leicht-Deobald et al., 2019, who emphasized that limited digital capabilities and system integrity often pose significant barriers in organizations with low readiness. Gawke et al. (2022) also found that internal resistance to new technology can slow down the digital recruitment process, while in this study, resistance was relatively low and easily managed. Furthermore, a study (Elia et al., 2020) showed that digital infrastructure readiness, such as internet connection stability, can impact the effectiveness of online recruitment processes. However, in the context of this study, these obstacles were successfully minimized through scheduling intermittent access and application load testing. (Ruel & Bondarouk, 2022) emphasized that a lack of digital training can reduce the effectiveness of technology-based management systems, while this study found that brief training was sufficient to improve

committee capabilities. Thus, the results of this study demonstrate the variety of contexts, suggesting that the effectiveness of e-recruitment is determined not only by the technology but also by the organization's readiness to make managerial adaptations.

E. CONCLUSION

The results of this study indicate that e-recruitment in campus civic organizations can improve managerial efficiency, expand inclusiveness, and strengthen selection objectivity through the integration of digital media such as Instagram, WhatsApp, and Google Forms, thus directly addressing the problem formulation regarding the implementation, effectiveness, and challenges of these digital systems. These findings indicate that digitalization not only accelerates administrative processes but also acts as a managerial instrument that improves the quality of cadre development through broader information reach and a more standardized selection process.

Based on these results, the research objectives were achieved because the study successfully explained how e-recruitment was adopted, its impacts, and how organizations navigated technical and organizational obstacles. The main contribution of this study lies in its specific context within campus civic organizations—a rarely researched sector—thus providing a new perspective on digitalization in informal, cadre-based organizations. Therefore, campus civic organizations are advised to strengthen the digital literacy of their committees, implement data security standards, and develop technology-based SOPs to optimize e-recruitment implementation. Further research can explore other digital platforms, conduct comparisons between organizations, or use mixed methods to enrich the findings. This study, however, has limitations in case coverage and reliance on qualitative data, so generalization is still limited. Consequently, higher education institutions need to consider policies supporting the digital transformation of student organizations through technical training, infrastructure provision, and information security guidelines.

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