ผลกระทบของเทคโนโลยีดิจิทัล (Digital HR) ต่อประสิทธิภาพการรับสมัครพนักงาน: กรณีศึกษาบริษัท Jilin Guancheng Construction Engineering Co., Ltd.

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บทคัดย่อ

ธุรกิจหลายแห่งกำลังประสบปัญหาในการดึงดูดผู้บุคลากรที่มีความสามารถ โดยมีผลมาจากการแข่งขันที่เพิ่มขึ้น จึงมีการเรียกร้องให้นำกลยุทธ์ที่เป็นนวัตกรรมใหม่มาใช้ในกระบวนการสรรหาบุคลากร มีความเป็นไปได้ว่าเทคโนโลยีสำหรับทรัพยากรมนุษย์แบบดิจิทัล เช่น ระบบติดตามใบสมัครและกระดานงานออนไลน์อาจช่วยแก้ปัญหานี้ได้ อย่างไรก็ตาม ก่อนที่จะตัดสินใจนำสิ่งหนึ่งสิ่งใดมาใช้นั้น จำเป็นต้องทำการประเมินระดับความสำเร็จที่ได้รับจากการประยุกต์ใช้เทคโนโลยีเหล่านี้เป็นสิ่งสำคัญ การศึกษานี้มีวัตถุประสงค์เพื่อ 1) ศึกษาปัจจัยส่วนบุคคลที่มีผลต่อประสิทธิภาพการสรรหาพนักงานของ Jilin Guancheng Construction Engineering Co., Ltd. และ 2) ศึกษาเทคโนโลยีสำหรับทรัพยากรมนุษย์แบบดิจิทัลที่ส่งผลต่อประสิทธิภาพการสรรหาพนักงานของ Jilin Guancheng Construction Engineering Co., Ltd. ประชากรที่ใช้ในการวิจัยนี้ คือ พนักงาน เจ้าหน้าที่ และหัวหน้างานของบริษัท Jilin Guancheng Construction Engineering Co., Ltd. โดยใช้แบบสอบถามเป็นเครื่องมือที่ใช้ในการเก็บรวบรวมข้อมูลจากกลุ่มตัวอย่าง จำนวน 128 คน ด้วยวิธีการสุ่มแบบตามสะดวก ซึ่งมีความเชื่อมั่น ทั้งฉบับอยู่ที่ .977 ทำการวิเคราะห์ข้อมูลด้วยค่าความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และทดสอบสมมติฐานด้วยการทดสอบที การวิเคราะห์ความแปรปรวนทางเดียว และการวิเคราะห์การถดถอยพหุคูณ

ผลการวิจัยพบว่า ความแตกต่างของปัจจัยส่วนบุคคล ได้แก่ เพศ และอายุ ที่แตกต่างกัน ส่งผลต่อประสิทธิภาพการรับสมัครพนักงานของบริษัท Jilin Guancheng Construction Engineering Co., Ltd. แตกต่างกัน อย่างมีนัยสำคัญทางสถิติที่ระดับ .05 และการใช้เทคโนโลยีดิจิทัลในการรับสมัครพนักงาน ได้แก่ การกำหนดตำแหน่งที่เปิดรับ การรวบรวมข้อมูลที่เกี่ยวกับงาน และการประเมินผลส่งผลต่อประสิทธิภาพการรับสมัครพนักงานของบริษัท Jilin Guancheng Construction Engineering Co., Ltd. อย่างมีนัยสำคัญทางสถิติที่ระดับ .05 โดยมีอำนาจในการพยากรณ์ร้อยละ 92

คำสำคัญ: เทคโนโลยีดิจิทัล ดิจิทัลเอชอาร์ การรับสมัครพนักงาน

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THE EFFECT OF DIGITAL TECHNOLOGY (DIGITAL HR) ON EMPLOYEES RECRUITMENT EFFICIENCY: A CASE OF JILIN GUANCHENG CONSTRUCTION ENGINEERING CO., LTD.

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Abstract

Businesses are experiencing difficulty attracting talents as a consequence of increasing competition, which calls for innovative strategies to be used in the recruitment process. It is possible that digital HR technologies such as application tracking systems and online job boards could provide a solution to this problem. However, before deciding to introduce one, it is necessary to assess the level of success attained through the application of these technologies is essential. This study aims to 1) study personal factors affecting employees' recruitment efficiency at Jilin Guancheng Construction Engineering Co., Ltd. and 2) study digital HR affects employees' recruitment efficiency at Jilin Guancheng Construction Engineering Co., Ltd. The population used in this study were employees, officers, and supervisors of Jilin Guancheng Construction Engineering Co., Ltd. The convenience sampling approach was utilized to gather data from a sample of 128 participants through the questionnaire, and the overall reliability was .977. The data was analyzed by frequency, percentage, mean, and standard deviation. In addition, the hypothesis was tested using the t-test, one-way ANOVA, and multiple regression analysis.

The results showed that differences in personal factors, including gender and age, affect the employees' recruitment efficiency of Jilin Guancheng Construction Engineering Co., Ltd. differently, with statistical significance at the .05 level. Using digital HR for employee recruitment, including assigning open positions, collecting information about work, and evaluating, affects Jilin Guancheng Construction Engineering Co., Ltd.'s employee recruitment efficiency with statistical significance at the .05 level and 92 percent predictive power.

Keywords: Digital Technology, Digital HR, Employees Recruitment

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Introduction

Currently, various organizations constantly enhance their competitiveness and adapt to changes in innovation and digital technology (Pajika & Poompruk, 2022). The Internet of Things enables cross-border communication and real-time enables enterprises to begin focusing on integrating global connectivity technology into their commercial operations (Pholsward, 2022). From globalization, digital technology has been applied to the human resource recruitment process in the digital age, which allows access to modern human resources and can be recruited more quickly. Therefore, the recruitment process is the key to managing corporate human resources to get knowledgeable people to meet the organization's needs (Khongsawatkiat & Sukriket, 2021). Generation Y, which utilizes current communication tools and technology, is a group that is increasingly entering the labour force as a result of a transition in the labour market. This makes such technologies more accessible to this group (Chala, Poplavska, Danylevych, Ievseitseva, & Sova, 2022).

Digital technologies are fundamental to transforming and preparing organizations for the future. In addition, big data plays a greater role in various business organizations. These data can be used as a basis for making decisions and forecasting trends of various changes quickly and efficiently (Ensher, Nielson, & Grant-Vallone, 2002). Alongside the changes in society, in particular the behaviour of human existence that is becoming increasingly dependent on these technologies in everyday activities such as life, communication, and work. As a result, various business organizations in China have adopted these technologies for increased use in business operations. Most noticeably, recruiting people has shifted from job postings with flyers or public relations to recruitment activities. Switch to using online social sites, including applications for recruiting employees. These processes create opportunities for organizations to acquire employees who are more knowledgeable and capable of using technology than in the past. Thus, these technologies enhance the efficiency of personnel management (Agarwal, Bersin, Lahiri, Schwartz, & Volini, 2018).

In recent years, AI has been used by a growing number of businesses as part of the hiring process. They use algorithms to sift through multiple social media platforms for potential candidates, and then store that data for later study and screening. It is accurate, and fast and reduces administrative work, paperwork, and recruitment bias (Gusdorf, 2008). In addition, Gamification was developed based on the concept of neurological functions based on testing fundamentals and effective personnel recruitment corresponding to the increase (Armstrong, Landers, & Collmus, 2016).

Jilin Guancheng Construction Engineering Co., Ltd. provides construction services such as buildings, hotels, museums, exhibition centres, office buildings, airport buildings, etc., where companies face rapid changes and uncertainties in the business environment. As a consequence of this, companies need to enhance their procedures, particularly their management of human resources, to hire personnel who have the knowledge, ability, and expertise necessary to deal with the changes brought about by digital technology. As a result, businesses are looking into ways to use digital technology to recruit quality employees and precisely meet their needs. Especially talented employees like engineers, technicians, and structural analysts play an important role in the company's operation. To expand the business and grow more, it is necessary to recruit many employees. Currently, the company's capabilities need to be improved for contracting. Therefore, the digital recruitment channel is very important for the company. It can also set the rules to attract many applicants, including test results that will give applicants qualifications that align with the requirements.

For the reasons stated above, the researcher recognizes the significance of researching "The effect of digital technology (Digital HR) on employees recruitment efficiency: A case of Jilin Guancheng Construction Engineering Co., Ltd." The research question is how digital technology affects employees' recruitment efficiency and how effective it is in recruiting. To use the information from this research to determine the policy and strategies for using digital technology in the company's recruitment process. Digital HR is a tool that can assist companies to automate and streamline recruitment procedures, thereby decreasing the time and resources needed to fill open positions and enhancing the company's competitiveness. This has the potential to reduce recruitment expenses while raising productivity.

Research Objectives

1. To study personal factors affecting employee recruitment efficiency at Jilin Guancheng Construction Engineering Co., Ltd.

2. To study the use of digital technology (Digital HR) affects employee recruitment efficiency at Jilin Guancheng Construction Engineering Co., Ltd.

Research hypothesis

1. The differences in personal factors have a significant effect on employee recruitment efficiency at Jilin Guancheng Construction Engineering Co., Ltd.

2. The use of digital technology (Digital HR) is positively related to employee recruitment efficiency at Jilin Guancheng Construction Engineering Co., Ltd.
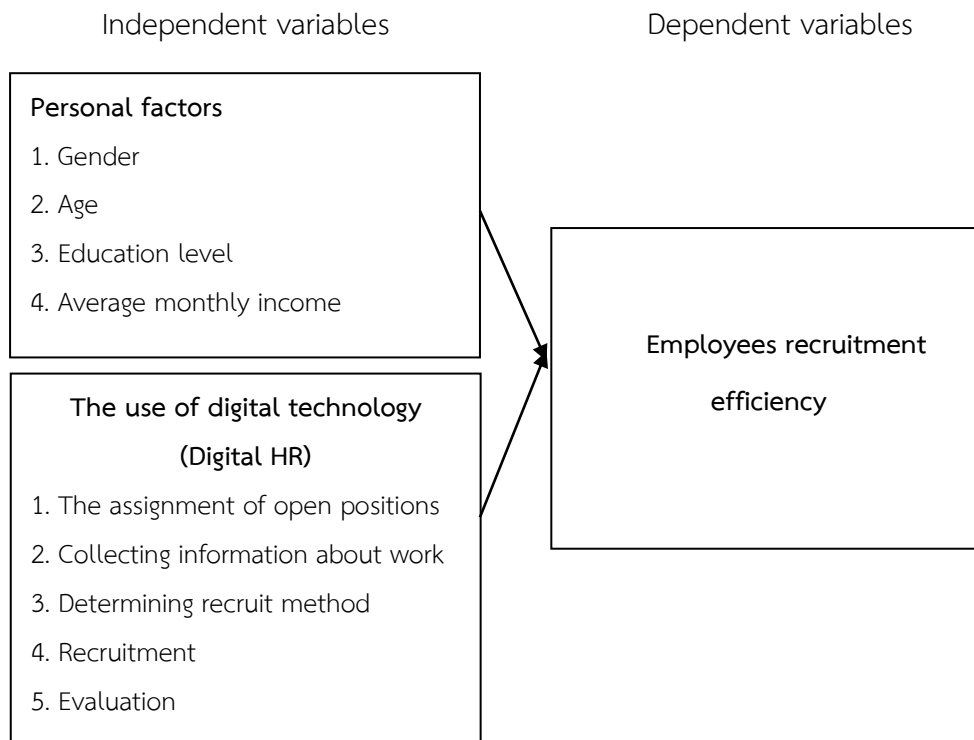
Conceptual Framework

Independent variables   Dependent variables

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┌────────────────────────────┐
│ Personal factors           │
│                            │
│ 1. Gender                  │
│                            │          ┌──────────────────────────┐
│ 2. Age                     │          │                          │
│                            │          │                          │
│ 3. Education level         │          │                          │
│                            │          │   Employees recruitment  │
│ 4. Average monthly income  │          │        efficiency        │
└────────────────────────────┘          │                          │
                                         │                          │
┌────────────────────────────┐          │                          │
│  The use of digital        │          └──────────────────────────┘
│  technology                │
│  (Digital HR)              │
│ 1. The assignment of open  │
│    positions               │
│ 2. Collecting information  │
│    about work              │
│ 3. Determining recruit     │
│    method                  │
│ 4. Recruitment             │
│ 5. Evaluation              │
└────────────────────────────┘
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Figure 1 Conceptual framework

Literature Review

Concepts and theory related to digital human resources

The application of technology in human resource management is referred to as Digital Human Resources (Digital HR), and it entails the employment of robots and other sophisticated programs to carry out some of the responsibilities that were previously performed by humans (Dahlin, 2019). The use of SMAC (social media, mobile devices, analytics, and cloud computing) technologies, which aim to increase operational efficiencies, has become increasingly widespread in human resource management. The application of SMAC technology has the potential to improve the work of the Department of human resources and encourage more productive work habits (Raman, 2016). The technology used in work leverages modern science to create human resource transformation and data-driven decision-making to achieve organizational efficiency. It integrates human resource activities with businesses on a real-time basis and with real results. (Nielsen & Montemari, 2012). In this way, businesses can adopt a digital HRM approach by adopting a tool that makes use of cutting-edge tech and apps to solve problems and encourage ongoing innovation (Deloitte Global Human Capital Trends, 2017). The implementation of the internet- and intranet-based systems, such as electronic performance evaluation, electronic recruitment, center web, and virtual organizations, all of which are

supported by human resource management software, is a clear example of the influence that digital technology has had on the management of human resources. These technological breakthroughs, particularly those made in the era of digital 4.0, have had a significant impact on the working environment as well as the various forms of labor (adapted from the original). Organizations are rapidly turning to digital technologies, such as artificial intelligence, big data analytics, cloud computing, cyber security, and the Internet of Things, to harness the full potential of their businesses and compete effectively in today's global marketplace. This trend is being driven by the need to incorporate human behavior in the digital ecosystem (Hecklau, Galeitzke, Flachs, & Kohl, 2016). One example of this can be observed in the increased adoption of algorithms by enterprises to locate the best candidates through various social media channels. In addition to assisting in the management of a big database of job applicants, it helps in the completion of activities such as application analysis, attitude evaluation, and preliminary applicant appointments. Human resource software has been adopted by leading business organizations for use in human resource management, as can be seen in the importance of developing the organization's job recruitment website (Career website) to be interesting and reflect the image of the organization, which may affect the intention to apply for an organization (Banerjee & Gupta, 2019).

Recruitment process

The recruitment process is just one example of how clearly defined policy guidelines for each step of the HR management process are necessary for systematic HR management. If the recruitment process is inefficient, it may directly affect the business because human resources play an important role in the organization's overall success. Therefore, recruitment should be consistent with the organization's vision, goals, strategic plans, job analysis, and individual competence (Martinho, Pinto Dos Reis, & Sampaio, 2019).

Therefore, a systematic recruiting process requires guidelines or procedures that consist of 5 sub-steps (Abbasi, Tahir, Abbas, & Shabbir, 2022) as follows:

1. The assignment of open positions or the desire to apply based on the organization's workforce rate planning and confirmation of the request for workforce use or the planned employment request form.

2. Collecting information about work based on job analysis, job valuation, job descriptions, and specific qualifications required for the position.

3. Determining recruitment method is to select the source of the applicant. by considering the organization's policy, including other related factors, such as the time required for recruiting and the budget involved.

4. Recruitment is the process of recruiting according to the methods outlined to obtain candidates from various channels, such as competitive examinations, advertising through various media, including creating partnerships or applying for admissions at educational institutions, by attracting or incentivizing people with knowledge and abilities to apply for positions that are open for.

5. Evaluation to consider recruitment quality and find ways to improve new recruiting strategies to be more effective. It also includes interview evaluation or taking into account errors that occur during the recruitment process or operations, as well as determining whether the people chosen are the most suitable for the job position or how much is appropriate for the organization.

Employees recruitment efficiency

Currently, in various organizations, it is necessary to find new ways and methods for recruitment of employees and human resource management due to the diversity of the workforce and modern technology. Human resource management starts with the recruitment of employees. Then bring those employees to training to develop skills, knowledge, and abilities, which will become a long-term job for employees and managers of the organization in addition to the need to develop human resources. Motivating and employee retention are also necessary (Croitoru, Radu, Nitu, & Tileaga, 2012). A more advanced recruitment strategy is recruitment through digital technology, the Internet, websites, and applications, as this is the modern recruitment trend of today's workforce. Therefore, recruitment must cover many special channels and practices. For example, online recruitment, exhibitions, college recruitment, job boards, social media, etc. Each recruitment channel can judge recruitment performance based on parameters such as employee performance and employee turnover rate (Vijay & Roopa, 2021). Setyawati, Setianingsih, and Udin (2019) discussed the effectiveness of the recruitment system and employee training in three aspects: First, the quality of work, which is a consideration of the accuracy, accuracy, orderliness, and completeness of job management for employees in the organization; second, the number of employees required to recruit to meet production capacity requirements; and third, the time spent recruiting employees to fill vacancies.

Research Methodology

The population used in the study was a group of employees, officers, and supervisors of Jilin Guancheng Construction Engineering Co., Ltd., totalling 187 people. The sample groups used in the research were employees, officers, and supervisors of the Jilin Guancheng Construction

Engineering Co., Ltd., 128 people, or 68.45% of the total population, whose group size was obtained by calculating the size of the group using the formula of Yamane (1973), had a level of confidence in a sampling of 95%, and were selected using a convenience sampling method.

The questionnaire used to collect data for this study was constructed using a combination of primary sources and reviews of secondary literature. The research objectives were taken into account when developing the questionnaire, which was broken up into four sections: Part 1 is a questionnaire on personal factors that features multiple-choice questions. Part 2 is a questionnaire about the use of digital technology, which is characterized by closed-ended questions. The measure uses a rating scale of 5 levels, with reliability between 0.835 and 0.865. Part 3 is a questionnaire about employee recruitment efficiency, which is characterized by closed-ended questions. The measure uses a rating scale of 5 levels, with reliability between 0.823 and 0.918. Part 4 is other suggestions and comments, which are open-ended questions. This questionnaire passed the reliability analysis and has an overall reliability of 0.977.

Data analysis: 1) Descriptive statistics are frequency, percentage, mean, and standard deviation to explain the preliminary data. And 2) Inferential statistics are research hypothesis testing with a statistical significance at the 0.05 level, with a t-test, one-way ANOVA (F-test), post hoc test with Least Significant Difference (LSD) method, and multiple regression analysis with Enter method.

Research Results

Table 1 shows the number and percentage of personal factors.

Personal factors	Frequency	Percent
Gender		
- Male	56	43.75
- Female	72	56.25
Age		
- Not over 30 years old	34	26.56
- 31 - 40 years old	50	39.06
- 41 - 50 years old	35	27.34
- 51 years old or older	9	7.03
Education level		
- Undergraduate	46	35.94
- Bachelor's degree	59	46.09
- Postgraduate	23	17.97

Table 1 shows the number and percentage of personal factors. (Cont.)

Personal factors	Frequency	Percent
Average monthly income		
- Does not exceed 2,000 yuan	43	33.59
- 2,001 - 4,000 yuan	48	37.50
- 4,001 - 6,000 yuan	25	19.53
- 6,001 - 8,000 yuan	12	9.38
Total	128	100.00

Overall, the majority of respondents were female (56.25%) and between the ages of 31 and 40 (39.06%) with a bachelor's degree (46.09%) and a monthly income between 2,001 and 4,000 yuan (37.50%).

Table 2 shows the average and standard deviation.

The use of digital technology in recruiting	$\overline{x}$	SD	Level of opinion
The assignment of open positions	3.79	0.64	High
Collecting information about work	3.67	0.73	High
Determining recruit method	3.72	0.75	High
Recruitment	3.63	0.69	High
Evaluation	3.69	0.66	High
Quality	3.63	0.92	High
Quantity	3.68	0.76	High
Time	3.85	0.69	High

Table 3 shows the hypothesis testing of personal factors on employee recruitment efficiency.

Personal factors	Statistical	Statistical value	Sig.
- Gender	t-test	-2.409	0.017*
- Age	F-test	3.210	0.025*
- Education level	F-test	2.149	0.121
- Average monthly income	F-test	2.442	0.067

* Statistically significant at the level of .05.

Table 3 shows that personal factors such as gender and age have varied effects on the recruiting efficiency of employees at Jilin Guancheng Construction Engineering Co., Ltd. at the .05 level of significance.

Table 4 shows the LSD test of personal factors in terms of age on employees' recruitment efficiency.

Age	Not over 30 years old	31 - 40 years old	41 - 50 years old	51 years old or older
Not over 30 years old	-	-0.23	0.03	0.51
		(0.14)	(0.86)	(0.06)
31 - 40 years old		-	0.26	0.74*
			(0.09)	(0.00)
41 - 50 years old			-	0.48
				(0.07)
51 years old or older				-

* Statistically significant at the level of .05.

Table 4, found that respondents aged 31–40 years old had higher recruitment efficiency of Jilin Guancheng Construction Engineering Co., Ltd. than those aged 51 years old or older, with statistical significance at the 0.05 level.

Table 5 shows the hypothesis testing of the use of digital technology (Digital HR) on employees' recruitment efficiency with multiple regression analysis by the Enter method for the first time.

The use of digital technology in recruiting	b	Std. Error	B	t	p-value	Tolerance	VIF
Constant	-0.294	0.114		-2.576	0.011*		
The assignment of open positions	0.376	0.059	0.334	6.327	0.000*	0.226	4.417
Collecting information about work	0.424	0.054	0.428	7.812	0.000*	0.210	4.756
Determining recruit method	0.025	0.059	0.026	0.426	0.671	0.168	5.937
Recruitment	0.108	0.061	0.103	1.772	0.079	0.186	5.377
Evaluation	0.148	0.062	0.135	2.380	0.019*	0.197	5.080

R = 0.961, R^2 = 0.923, Adjusted R^2 = 0.920, SE_{EST} = 0.205, F = 292.657, p-value = 0.000*

* Statistically significant at the level of .05.

Table 5 shows that the recruitment efficiency of Jilin Guancheng Construction Engineering Co., Ltd. is affected by the use of digital technology in assigning available jobs, collecting information about work, and evaluating personnel at the .05 level of significance.

Table 6 shows the hypothesis testing of the use of digital technology (Digital HR) on employees' recruitment efficiency with multiple regression analysis by the Enter method for the second time.

The use of digital technology in recruiting	b	Std. Error	B	t	p-value	Tolerance	VIF
Constant	-0.304	0.114		-2.667	0.009*		
The assignment of open positions	0.414	0.056	0.368	7.448	0.000*	0.263	3.799
Collecting information about work	0.446	0.052	0.450	8.535	0.000*	0.231	4.333
Evaluation	0.221	0.050	0.202	4.440	0.000*	0.310	3.228
R = 0.959, R^2 = 0.920, Adjusted R^2 = 0.919, SE_{EST} = 0.207, F = 478.258, p-value = 0.000*							

* Statistically significant at the level of .05.

Table 6 demonstrates that the use of digital technology in the assignment of open positions, collection of information about work, and evaluation has a significant (at the .05 level) and positive (at the 91.9% level) impact on Jilin Guancheng Construction Engineering Co., Ltd.'s recruitment efficiency.

Discussions

1. Differences in personal factors, including gender and age, affect the overall, quality of work and workload of employees' recruitment efficiency of Jilin Guancheng Construction Engineering Co., Ltd. differently, with statistical significance at the 0.05 level. Due to personal factors, the importance of selecting effective personnel to perform their duties in the organization will be determined by gender and age as variables that affect the decision to choose effective employees. With males, there will be strong decisions based on the rules, while females decide to choose based on feelings above the rules, coupled with age, which is a variable that indicates the person's employee selection experience; the more work experience, the better. According to Konya, Mati, and Pavlovi, J. (2016), the level of workers' commitment to their job and company is one of the most significant indicators of effective organizational behavior as a determinant of employee motivation. Higher-commitment employees are committed to their professions and the business, have high expectations for

themselves, accomplish better achievements, and display superior job performance. Prior study of workers' demographics and personal qualities has shown they are associated with organizational commitment. It has been discovered that there is a correlation between the age of people, the number of years they have spent in an organization, and their commitment level. In addition, subjective acceptance of an organization in the form of a psychological contract between workers and the company is crucial for developing and acquiring organizational commitment among employees. Under circumstances of complicated and constant transformation, it is crucial for the processes of work and professional education, selection, and employee development, as well as organizational management strategies, to identify the elements impacting work and organization commitment.

2. The using of digital technology in recruiting, including the assignment of open positions, collecting information about work, and evaluation, affects the employee recruitment efficiency of Jilin Guancheng Construction Engineering Co., Ltd., with statistical significance at the .05 level and predictive power of 92%. Since employee recruitment through digital technology channels is a modern tool, it requires a combination of information and various elements. It starts with the efficiency generated by the system when recruiting employees. Data collection and employee work experience can be used in considering admissions. On average, the technology is highly effective in terms of the number of employees and the time it takes to get it. However, the quality may be below average because the data obtained is still primary. It is necessary to bring it in, check, and retest the actual work site to evaluate the decision. According to Agarwal et al. (2018), for the organization to remain competitive or create competitive opportunities in the business sector, adopting the technology will enhance the efficiency of human resource management. Using digital technology means Bringing the tools, devices, and digital technologies that exist today, such as computers, phones, tablets, computer programs, and online media, used for maximum benefit in communication performance and working together or used to develop work processes or work systems in the organization to help change the work to be modern, convenient, fast, and to increase the efficiency and effectiveness of the work (Kulpeng, 2012). The strategic importance of recruiting is the capacity to attract and retain high-quality people (Boxall & Purcell, 2003) to work for the organization. Recruiting strategies can be divided into two broad characteristics (Saisit, 2006). First, the passive recruitment strategy is generally recruiting people who are ready and able to work to apply to work for the organization itself without seeking or penetrating human resources such as recruiting announcements through various media such as newspapers, flyers, posters, or

recommended friends labour meetings, etc., or it can be said that it is planning a recruiting strategy in the medium- to short-term. The benefit that the business will get from utilizing this strategy is that it will have lesser expenditures associated with the recruitment process. On the contrary, the organizations will have fewer applicants and lose the opportunity to select the most suitable people. Secondly, a proactive recruitment strategy uses all channels or every opportunity to approach the target audience. According to a McKinsey & Company study, proactive recruiting strategies adjust the recruiting guidelines to support the current and future corporate strategy guidelines. This is considered a long-term recruitment strategy with a more diverse method or form, including adding channels to reach various target groups while focusing on cost analysis in recruiting (Pengcham, 2010).

Adopting a high-performance work system involves various human resource management activities, which aim to enhance employee performance across the organization. The activities discussed here cover recruitment, where recruitment affects the workforce quality in the organization because it allows the organization to select the right people to join the next job (Carlson, Connerley, & Mecham, 2002). Employee development performance management and award process require the use of a high-performance management system that is a way of creating, developing, and maintaining the core competencies of the organization as well as being the principle of bringing the organization's strategy into real practice and producing better results (Dyer, 1993; Pfeffer, 1994; Huselid & Becker, 1997; Becker et al., 2009; Huselid et al., 2005 and Becker, Huselid & Beatty, 2009). Phoong (2018) conducted a study on the use of digital technology to enhance recruitment efficiency in retail organizations. The researcher's goal in this study was to investigate how digital technology could be leveraged in each of the five stages of the recruitment process to improve the recruitment process's efficiency. The goal of the study was to give retail businesses insightful information that might help them make informed investment decisions in digital technologies for recruitment purposes. This study is meant to serve as a reference for enhancing and developing the usage of various technologies to increase work efficiency in recruitment. Participants in the study were either full-time or part-time employees working at recruitment agencies, or contract employees. The research led to the discovery that digital technology is applied at every one of the stages of the recruitment process. In general, there was a high degree of agreement, with a large consensus on the high level of recruitment efficiency, particularly in terms of time. The implementation of digital technology in recruitment has resulted in a beneficial influence, and there is widespread consensus regarding the advantages that it offers. According to the

findings of Ratanarotmongkol (2020), the use of digital technology has had a favourable impact on the efficiency of recruitment in three different areas: the quality of candidates, the number of applicants, and the amount of time it takes. Employee acceptance of information technology in human resource management was found to have a positive correlation with the evaluation of information technology and its experimentation, according to the findings of a study conducted by Ratanarotmongkol, which included 126 respondents from large state-owned banks.

Implications of the study

1. Findings of personal factors on the effectiveness of recruiting employees through digital technology channels allow executives or human resources departments to have the authority to make decisions about employees. In addition, understanding the factors that result in the selection of different employees should be considered.

2. Results from research on the selection of employees for the workplace revealed that management related to human resources requires digital tools to make effective decisions. Accordingly, the executives or human resources departments should consider digital adaptation and usage. To increase efficiency in recruiting personnel, digital technology should be used to determine open positions, gather information about work, and evaluate aspects. To increase the quality of work aspect, the use of digital technology in information gathering about work, recruitment, and evaluation should be considered. To increase efficiency in the workload aspect, digital technology should be used to determine open positions and gather information about work.

3. Executives and human resources departments should consider three important aspects when assessing the effectiveness of recruiting: the quality of work, the number of applicants, and the length of the recruitment process.

Future Research

1. Quantitative research methods were the primary emphasis of this study, which was carried out in its entirety. As a result, further study may use other research approaches, such as qualitative research, which use interview techniques to glean insights from significant individuals, or a mixed method, which combines qualitative research with quantitative research.

2. The only topics included in this research were those directly relevant to the use of digital technology. These topics included the allocation of available jobs, the collection of

information about work, the determination of recruitment methods, recruiting, and assessment. For this reason, the focus of the research that will be conducted in the future might be on investigating other elements such as corporate culture, employee behaviours, organizational training on digitalization, and so on.

        3. The future study should expand the study area since this study focused on only a single company. More companies can provide better results in terms of comparison.

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