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Determining Recruitment Quality Through Employer Brand Strength: Analysis of Gamification in Recruitment, Social Media Recruitment, and Digital Leadership

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Abstract: This study aims to analyze the effect of Gamification in Recruitment, Social Media Recruitment, and Digital Leadership on Recruitment Quality through Employer Brand Strength in MSMEs. Using a *systematic literature review* approach, this study synthesizes findings from various relevant internationally indexed academic articles. The research method used is a systematic literature review with a descriptive-qualitative approach. Data were collected from reputable international indexed articles obtained through databases such as *Scopus*, *Web of Science*, *Emerald*, *Springer*, and *Google Scholar*. The selected literature was analyzed using reduction techniques, data presentation in matrix form, and comparative synthesis to find patterns, similarities, and differences between studies. The results of the study indicate that Gamification in Recruitment, Social Media Recruitment, and Digital Leadership affect Recruitment Quality either directly or indirectly through Employer Brand Strength. The contribution of this study provides guidance for MSME players in designing recruitment strategies that are more attractive, interactive, and candidate experience-oriented so as to increase competitiveness in attracting superior talent in the digital era. The novelty of this research presents a conceptual innovation that combines the dimensions of candidate behavior, organizational strategy, and digital leadership into a single strategic framework to build superior and adaptive recruitment in the era of digital transformation.

Keywords: Recruitment Quality, Employer Brand Strength, Gamification in Recruitment, Social Media Recruitment, Digital Leadership

INTRODUCTION

In today's digital era, information transparency has become an opportunity for everyone to find employment. Exploring the Impact of Digital Transformation on Human Resource Management: A Bibliometric Analysis of Strategic Innovation and Organizational Efficiency. Digital transformation has changed the paradigm of human resource management worldwide, with the recruitment process no longer just a search for workers, but a competitive strategy to obtain the best talent through innovative and technology-based approaches (Wahyudi et al., 2023).

Digital transformation has significantly reshaped human resource management (HRM), transforming recruitment from a mere search for workers into a strategic effort aimed at acquiring the best talent through innovative, technology-driven approaches. This shift is

evident in the integration of advanced technologies such as artificial intelligence (AI), machine learning (ML), and cloud-based systems, which have improved the recruitment process by optimizing efforts and increasing employee engagement (Alaghbari et al., 2024).

When recruiting, recruiters do not only look at the applicant's latest education, but also at the skills that the applicant possesses and that are relevant to the company's needs. Therefore, most recruiters list several requirements that job applicants must meet, one of which is having a competency certification. However, most micro, small, and medium enterprises (MSMEs) still face significant challenges in maintaining the quality of their recruitment processes due to limited resources, a lack of digital strategies, and weak employer branding that is capable of attracting potential candidates (Herwinsyah, 2025).

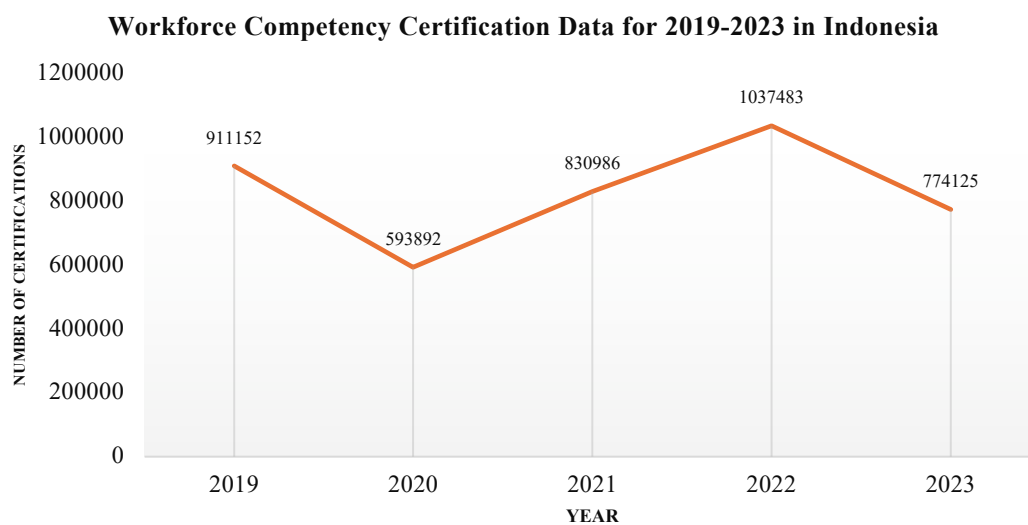


Figure 1. Data on Workforce Competency Certification in Indonesia from 2019 to 2023
Source: (Mediana, 2024)

Figure 1 illustrates a conceptual model of the relationship between gamification in recruitment, social media recruitment, and digital leadership on recruitment quality, with employer brand strength as a mediating variable. This model emphasizes that recruitment quality is not only determined by the effectiveness of the selection process and candidate suitability, but also by the extent to which organizations are able to build a positive image, values, and experience for candidates through digital and innovative approaches.

In the first context, gamification in recruitment describes the integration of game elements into the selection process to increase candidate engagement, motivation, and experience. Elements such as competency-based challenges, work simulations, or online assessment games can stimulate candidates to demonstrate their best abilities. This process not only improves the accuracy of assessments but also strengthens positive perceptions of the organization as an innovative and attractive place to work, thereby increasing the strength of the employer brand (Singh, 2022).

Furthermore, social media recruitment serves as a strategic channel that enables organizations to expand their candidate reach quickly and efficiently. Platforms such as LinkedIn, Instagram, and Facebook are not only a means of promoting job vacancies, but also a forum for interaction and building the company's digital reputation. Consistent, authentic, and informative content activities create emotional appeal and strengthen the organization's value proposition in the eyes of potential candidates, which in turn improves perceptions of the quality of the recruitment process (Ranjan et al., 2024).

Meanwhile, digital leadership is the foundation that ensures the success of the two previous variables. Visionary and adaptive digital leaders will encourage organizations to continuously utilize recruitment technology, data analytics, and digital talent management

systems. This leadership strengthens the strategic orientation towards innovation and shapes an organizational culture that is open to transformation.

The employer brand strength variable acts as a bridge between all these processes and recruitment quality. When organizations successfully display a strong digital identity, have a positive reputation, and provide a consistent candidate experience, recruitment quality improves through increased candidate suitability, process efficiency, and post-recruitment performance. Thus, the model in Figure 1 confirms that strengthening employer branding through digital strategies is key to creating effective, sustainable recruitment that is oriented towards top talent in the era of human resource digitalization.

Although various studies have discussed the role of digitalization in recruitment, studies that simultaneously integrate gamification, social media recruitment, and digital leadership and use employer brand strength as a mediator of SME recruitment quality are still limited; therefore, this study aims to develop a conceptual model that explains the relationship between these variables based on a synthesis of the latest literature.

Problem Formulation

Based on the above background, the following research questions were formulated to obtain hypotheses for the next part of the study: 1) Does gamification in recruitment affect employer brand strength?; 2) Does social media recruitment affect employer brand strength?; 3) Does digital leadership affect employer brand strength?; 4) Does Gamification in Recruitment affect Recruitment Quality?; 5) Does Social Media Recruitment affect Recruitment Quality?; 6) Does Digital Leadership affect Recruitment Quality?; 7) Does Employer Brand Strength affect Recruitment Quality?; 8) Does gamification in recruitment affect recruitment quality through employer brand strength?; 9) Does hybrid work effectiveness affect recruitment quality through employer brand strength?; and 10) Does digital leadership affect recruitment quality through employer brand strength?.

METHOD

This study uses a qualitative design with a descriptive approach based on a literature review. This approach was chosen because it allows researchers to investigate, understand, and critically analyze the factors that influence Recruitment Quality through Employer Brand Strength by synthesizing previous studies. The literature review method not only focuses on presenting a summary of findings but also conducts a comparative evaluation to identify similarities, differences, and patterns of interrelationships between variables, (Boulton, M. J., & Houghton, 2021).

The research data was sourced from secondary data obtained through journal articles, digital books, research reports, and academic publications relevant to the variables of Recruitment Quality, Employer Brand Strength, Gamification in Recruitment, Social Media Recruitment, and Digital Leadership. The literature was collected from reputable international databases such as Scopus, Web of Science, Taylor & Francis, Emerald, Sage, Springer, Elsevier, DOAJ, and EBSCO. Additionally, further searches were conducted through Google Scholar to ensure broader literature coverage. The selection of literature was carried out systematically by considering the suitability of the topic, the quality of the publication, and its relevance to the research focus, (P. C. Susanto et al., 2024).

Data analysis was conducted using a comparative analysis approach. In the first stage, the literature obtained was reduced to ensure that only articles that met the criteria were used. The next stage was data presentation, in which previous research findings were arranged in a matrix or summary table to facilitate the comparison process. The analysis then focused on identifying similarities, differences, and patterns of relationships between variables. The final stage was drawing conclusions through synthesizing the analysis results to obtain a comprehensive understanding of the influence of Gamification in Recruitment, Social Media

Recruitment, and Digital Leadership on recruitment quality through employer brand strength, (Dewi, 2024).

The validity of the research is maintained through the selection of literature sources from reputable international academic databases, as well as the screening of articles based on their relevance to the context and substance of the research. The reliability of the research is strengthened by the use of various sources from diverse geographical contexts and industrial sectors, so that the analysis results are not only partial but can provide a more general picture. With this approach, the research results have academic credibility and can be accounted for in the development of literature in the field of human resource management.

RESULTS AND DISCUSSION

Results

The following are the research findings, considering the context and problem formulation:

Recruitment Quality

Recruitment quality is a measure of the extent to which the recruitment process is able to produce candidates who have the competence, motivation, and values that match the needs and culture of the organization. From a human resource management perspective, recruitment quality not only reflects the end result of placing the right candidates, but also encompasses the overall effectiveness of the recruitment process, from planning, candidate attraction, selection, to post-recruitment performance appraisal. Quality recruitment is characterized by the organization's ability to find individuals who are not only technically superior but also adaptable to change and have the potential to make innovative contributions to the organization (Mustofa, 2025).

The indicators or dimensions included in the Recruitment Quality variable are: 1) Candidate Suitability: This dimension assesses the extent to which the candidate's skills, competencies, and experience match the job requirements. High suitability increases productivity and reduces turnover rates because candidates adapt more quickly to their roles; 2) Recruitment Process Efficiency: Indicates the organization's ability to carry out the recruitment process effectively, from candidate attraction to final selection, with optimal time, cost, and resources. An efficient process also improves the candidate experience and strengthens the company's reputation; 3) Post-Recruitment Performance: Measures the contribution of new employees to the organization's performance after joining. If employees demonstrate high productivity, strong commitment, and quick adaptation, then the recruitment process is considered high quality (Trisnowati & Arleiny, 2024).

Recruitment quality variables are relevant to previous studies conducted by: (Hasan, 2022), (Aldino & Murtafiah, 2023), (Lathifah & Syamsir, 2024).

Employer Brand Strength

Employer brand strength is the collective perception of an organization's reputation and attractiveness as an ideal place to work, which influences the company's ability to attract, recruit, and retain the best talent. This concept emphasizes that organizations not only sell products or services to consumers but also offer value and experiences to potential employees (Wake et al., 2024).

The indicators or dimensions included in the Employer Brand Strength variable are: 1) Emotional Appeal: Describes prospective employees' positive perceptions of the company's image, such as its reputation, credibility, and organizational values that align with personal aspirations; 2) Employee value proposition: A package of values offered by the organization to employees, including compensation, career development, work-life balance, and a supportive work culture. A strong EVP increases applicant loyalty and interest; 3) Digital and Media Reputation: Refers to public perceptions of the organization in the digital space, such as

reviews on social media, job platforms (LinkedIn, Glassdoor), and public communications from the company. A positive digital reputation strengthens employer attractiveness (Setianingrum, 2024).

The Employer Brand Strength variable is relevant to previous research conducted by: (Ekhsan & Fitri, 2021), (Negoro et al., 2024), (Budiono & Suharnomo, 2021).

Gamification in Recruitment

Gamification in recruitment is the application of *game elements* such as challenges, points, levels, competitions, and rewards into the recruitment process to increase candidate engagement, motivation, and experience. The goal is to create an interactive, enjoyable selection process that can measure candidate competence more authentically through game-based simulations (Lina, 2024).

The indicators or dimensions included in the Gamification in Recruitment variable are: 1) Candidate Engagement: Indicates the level of enthusiasm and participation of candidates during the game-based selection process. High engagement indicates the effectiveness of gamification in attracting digital talent; 2) Interactivity and Experience: Measures the extent to which gamification creates an enjoyable and interactive recruitment experience, thereby enhancing candidates' perception of the company's professionalism; 3) Competency Evaluation: Describes gamification's ability to objectively measure candidates' real competencies through work simulation-based challenges, such as critical thinking, problem solving, and collaboration (Yolanda & Ardiansari, 2025).

Gamification variables in recruitment are relevant to previous studies conducted by: (Yolanda & Ardiansari, 2025), (Nugraha & Widiono, 2025), (Prakoso & Fabroyir, 2025).

Social Media Recruitment

Social media recruitment is a recruitment strategy that utilizes social media platforms such as LinkedIn, Instagram, Facebook, and X (formerly Twitter) to attract, interact with, and evaluate potential employees. In the *digital talent acquisition* paradigm, social media not only functions as a communication channel but also as a tool for analyzing the behavior, values, and potential of candidates (Husna et al., 2021).

The indicators or dimensions included in the Social Media Recruitment variable are: 1) Candidate Reach and Engagement: Indicates the organization's ability to reach a wide audience and create active interactions with potential candidates through social media; 2) Quality of Information and Communication: Describes the extent to which recruitment content shared on social media is clear, interesting, and reflects company values. Relevant content increases candidate trust; 3) Digital Platform Effectiveness: Refers to the effectiveness of using various platforms (LinkedIn, Instagram, Facebook, X) in attracting quality applicants, as well as the company's ability to utilize social media analytics for recruitment evaluation (Putra & Fahamsyah, 2021).

Social Media Recruitment variables are relevant to previous studies conducted by: (Kharisma & Wening, 2023), (Supriyadi et al., 2024), (Tulsyan & Dave, 2024).

Digital Leadership

Digital leadership is the ability of leaders to utilize digital technology in directing, inspiring, and transforming organizations to remain adaptive to disruptive changes in the business environment (Jainuddin, 2023).

The indicators of the Digital Leadership variable include: 1) Digital Vision and Strategy: Describes the leader's ability to formulate technology-based directions and strategies that drive innovation and changes in work culture; 2) Technological Competence: Shows the extent to which leaders understand, adopt, and implement digital technology in business processes, including recruitment, communication, and virtual collaboration; 3) Collaborative and Adaptive Leadership: Describes the leader's ability to build cross-functional teams, adapt to

rapid change, and encourage learning and knowledge sharing in a digital environment (P. C. Susanto et al., 2022).

Digital Leadership variables are relevant to previous studies conducted by: (Cahyarini, 2021), (Bux et al., 2025), (Purwanto et al., 2020).

Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Findings

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article	Hypotheses
1	(Tulsyan & Dave, 2024)	Gamification Variables in Recruitment, Reputation, and Social Interaction influence Employer Brand Strength	Similarities with this study are found in the independent variable of Gamification in Recruitment and the dependent variable of Employer Brand Strength	The difference with this study lies in the independent variables, namely Reputation and Social Interaction	H1
2	(Ranjan et al., 2024)	The variables of Social Media Recruitment and Training influence Employer Brand Strength.	Similarities with this study are in the independent variable of Social Media Recruitment and the dependent variable of Employer Brand Strength	The difference with this study is in the independent variable, namely Training	H2
3	(Mendo et al., 2025)	The variables of Digital Leadership and Management Support influence Employer Brand Strength.	Similarities with this study are in the independent variable of Digital Leadership and the dependent variable of Employer Brand Strength	The difference with this study is in the independent variable, namely Management Support	H3
4	(Bina et al., 2021)	The variable of Gamification in Recruitment and Selection affects Recruitment Quality.	Similarities with this study are in the independent variable of Gamification in Recruitment and the dependent variable of Recruitment Quality	The difference with this study is in the independent variable, namely Selection	H4
5	(Rahmatullah & Aliya, 2025)	The variables of Social Media Recruitment and Online Employee Review influence Recruitment Quality.	The similarity with this study is in the independent variable of Social Media Recruitment and the dependent variable of Recruitment Quality	The difference with this study lies in the independent variable Online Employee Review	H5
6	(Nurniawan & Amalia, 2025)	The variables of Digital Leadership and Organizational Agility influence Recruitment Quality, mediated by Employee Competence	The similarity with this study is in the independent variable of Digital Leadership and the dependent variable of Recruitment Quality	The difference with this study lies in the mediating variable of Employee Competence	H6
7	(Gurgu & Kuleto, 2023)	The variables of Employer Brand Strength and Organizational Performance influence Recruitment Quality	The similarity with this study is in the independent variable of Employer Brand Strength and the dependent variable of Recruitment Quality	The difference with this study is in the independent variable of Organizational Performance	H7
8	(Abuladze & Hasimi, 2023)	The variables of Gamification in Recruitment and Employee Branding influence Recruitment Quality, mediated by Effectiveness	The similarity with this study is in the independent variable of Gamification in Recruitment, the dependent variable of Recruitment Quality, and the mediating variable of Effectiveness.	The difference with this study lies in the independent variable of Employee Branding	H8
9	(Kusdiyanto & Ishbah, 2024)	The variables of Social Media Recruitment, Company Reputation, and Social Media Information	The similarity with this study is in the independent variable Social Media Recruitment and	The difference with this study lies in the independent variables of Company	H9

	influence Recruitment Quality mediated by Job Application Intentions	the dependent variable Recruitment Quality.	Reputation and Social Media Information	
10	(Sousa & Ferreira, 2024) The variables of Digital Leadership, Transformational Leadership, and Employer Branding influence Recruitment Quality mediated by B2B Branding	The similarity with this study lies in the independent variable of Digital Leadership and the dependent variable of Recruitment Quality.	The difference with this study lies in the independent variable of Transformational Leadership	H10

Discussion

Based on the research questions, objectives, and previous research results above, the discussion in this study is as follows:

1. The Effect of Gamification in Recruitment on Employer Brand Strength in MSMEs

Based on a review of the literature and relevant previous studies, it was found that Gamification in Recruitment affects Employer Brand Strength in micro, small, and medium enterprises.

To obtain Employer Brand Strength through Gamification in Recruitment, micro, small and medium enterprises in Indonesia must do the following: 1) Candidate engagement: Create a recruitment process that is not passive, but encourages candidates to interact actively and spend more time with brand content; 2) Interactivity and experience: Provide a challenging, immersive, and relevant experience where candidates can get a glimpse of the work culture and tasks they will face; 3) Competency evaluation: Use gamification results as a more objective and predictive assessment tool, rather than relying solely on CVs. This process must be fair and transparent.

If MSMEs in Indonesia can provide or pay attention to these three aspects of Gamification in Recruitment, it will have a positive effect on Employer Brand Strength, which includes: 1) Emotional appeal: This positive experience triggers positive emotions (excitement, curiosity, challenge), which changes the perception of MSMEs from ordinary workplaces to dynamic and attractive places. Candidates are emotionally more attracted to SMEs and are more likely to accept offers, even if the compensation is slightly below that of large companies; 2) Employee value proposition: Interactivity and relevant experiences in gamification effectively communicate the culture and job roles of SMEs. Candidates get a real picture of what skills are valued and what the work environment is like. The EVP is strengthened because gamification shows that SMEs are modern, value real skills, and focus on innovation, not bureaucracy, which is very attractive to young talent; 3) Digital and media reputation: Candidates who find the process enjoyable, fair, and constructive are more likely to leave positive reviews on platforms such as LinkedIn or social media. The digital reputation of SMEs improves as a professional, up-to-date, and candidate-time-conscious workplace, which is crucial for attracting future applicants.

The results of this study are in line with previous research conducted by (Tulsyan & Dave, 2024), which states that there is an influence between Gamification in Recruitment and Employer Brand Strength in micro, small, and medium enterprises.

2. The Influence of Social Media Recruitment on Employer Brand Strength in MSMEs

Based on a literature review and relevant previous studies, it was found that Social Media Recruitment influences Employer Brand Strength in micro, small, and medium enterprises.

To obtain Employer Brand Strength through Social Media Recruitment, micro, small and medium enterprises in Indonesia must do the following: 1) Candidate reach and engagement: Utilize targeted ad features on platforms such as Instagram, TikTok, or LinkedIn to reach niche talent. Create interactive content such as quizzes, polls, or live Q&A sessions that engage the

audience in the MSME work culture. 2) Quality of information and communication: Present job vacancy information and company culture in an authentic, transparent, and interesting manner, using formats that are suitable for digital platforms. 3) Effectiveness of digital platforms: Identify where target SME talent is most active (e.g., graphic designers on Instagram/Behance; developers on LinkedIn/GitHub). Ensure application links are functional, load quickly, and are optimized for mobile devices. Respond to comments and questions from applicants quickly and professionally.

If MSMEs in Indonesia can provide or pay attention to these three aspects of Social Media Recruitment, it will have a positive effect on Employer Brand Strength, which includes: 1) Emotional appeal: Authentic content shared creates an emotional bond because candidates can imagine themselves working in that environment. This positions SMEs as dynamic and relevant places for young talent; 2) Employee value proposition: SMEs can highlight their strengths, which are often greater than those of large companies. Social media becomes a showcase where EVP is not only promised but demonstrated through visual content and employee testimonials; 3) Digital and media reputation: The effectiveness of Digital Platforms and quick responses create perceptions of professionalism and fairness. Even candidates who do not pass tend to give positive reviews about the responsive and easy-to-navigate recruitment process.

The results of this study are in line with previous research conducted by (Ranjan et al., 2024), which states that there is an influence between Social Media Recruitment and Employer Brand Strength in micro, small, and medium enterprises.

3. The Influence of Digital Leadership on Employer Brand Strength in MSMEs

Based on a literature review and relevant previous studies, it was found that Digital Leadership influences Employer Brand Strength in micro, small, and medium enterprises.

To obtain Employer Brand Strength through Digital Leadership, micro, small and medium enterprises in Indonesia must do the following: 1) Digital vision and strategy: Leaders must have and communicate a clear vision of how digital technology will change MSMEs, not just adopt tools. This vision must be integrated with core business objectives; 2) Technological competence: Leaders must be active in continuous learning related to technology trends (AI, e-commerce, cloud). They must deliberately redesign recruitment processes to align with the technology used (e.g., using big data for HR); 3) Collaborative and adaptive leadership: Leaders must empower employees to experiment with technology and create a culture of fail fast, learn faster. Decisions must be data-driven and adaptable.

If MSMEs in Indonesia can provide or pay attention to these three aspects of Digital Leadership, it will have a positive effect on Employer Brand Strength, which includes: 1) Emotional appeal: An optimistic Digital Vision creates a sense of hope and excitement for candidates. They feel that they will be part of a significant journey, not just a routine job. Collaborative leadership builds trust because employees feel heard. This positions MSMEs as pioneers, which is emotionally appealing; 2) Employee value proposition: The technological competence demonstrated by leaders is clear evidence that MSMEs are serious about digital development. This strengthens the EVP by promising opportunities for self-development that are relevant to the future. Candidates see MSMEs as incubators where they can acquire skills that are highly sought after in the global job market; 3) Digital and media reputation: Adaptive and Collaborative leadership ensures that MSMEs respond to the market and complaints in an agile manner. This results in higher employee satisfaction, which in turn drives employee advocacy. This reputation is reinforced by a public image that views SMEs as innovative, efficient, and modernly managed organizations, thereby enhancing the Employer Brand in the eyes of applicants and the public.

The results of this study are in line with previous research conducted by (Mendo et al., 2025), which states that there is an influence between Digital Leadership and Employer Brand Strength in micro, small, and medium enterprises.

4. *The Influence of Gamification in Recruitment on Recruitment Quality in MSMEs*

Based on a literature review and relevant previous studies, it was found that Gamification in Recruitment affects Recruitment Quality in micro, small, and medium enterprises.

To achieve Recruitment Quality through Gamification in Recruitment, micro, small, and medium enterprises in Indonesia must do the following: 1) Candidate engagement: Increase candidates' interest and motivation to complete the entire recruitment process. Gamification provides instant feedback and rewards to keep motivation high; 2) Interactivity and experience: Provide two-way interaction where candidates actively participate and get an honest picture of the job and MSME culture; 3) Competency evaluation: Using game results as objective data to measure candidates' skills, abilities, and cultural fit, going beyond the subjective assessment of interviews.

If SMEs in Indonesia can provide or pay attention to these three aspects of Gamification in Recruitment, it will have a positive effect on Recruitment Quality, which includes: 1) Candidate suitability: Increased interactivity and experience allow candidates to get a realistic job preview. They can test the fit between their skills and the demands of the role and SME culture. Objective competency evaluation ensures SMEs select candidates with the highest scores in the crucial skills required, thereby drastically improving the suitability of recruited candidates; 2) Recruitment process efficiency: High candidate engagement ensures that many qualified applicants complete the process. At the same time, interactivity and automated competency evaluation allow SMEs to quickly screen a large number of candidates. This reduces the time HR spends reviewing irrelevant applications, speeds up time-to-hire, and reduces process costs; 3) Post-recruitment performance: Because gamified competency assessments are highly predictive of the skills needed on the job, recruited employees tend to reach full productivity levels faster. This high recruitment quality directly correlates with lower turnover rates, as employees who are a good fit for the role and culture are more satisfied and stay longer at SMEs.

These research findings align with previous studies conducted by (Bina et al., 2021), which state that there is an influence between Gamification in Recruitment and Recruitment Quality in micro, small, and medium enterprises.

5. *The Influence of Social Media Recruitment on Recruitment Quality in SMEs*

Based on a literature review and relevant previous studies, it was found that Social Media Recruitment affects Recruitment Quality in micro, small, and medium enterprises.

To achieve Recruitment Quality through Social Media Recruitment, micro, small, and medium enterprises in Indonesia must do the following: 1) Candidate reach and engagement: Maximize job vacancy visibility to specific target audiences and encourage proactive interaction from potential applicants; 2) Quality of information and communication: Present an authentic, honest, and attractive picture of the job and MSME culture, and maintain consistent communication; 3) Effectiveness of digital platforms: Ensure that the application process from social media to the recruitment tracking system runs smoothly, quickly, and is optimized for mobile devices.

If MSMEs in Indonesia can provide or pay attention to these three aspects of Social Media Recruitment, it will have a positive effect on Recruitment Quality, which includes: 1) Candidate suitability: Authentic Quality of Information and Communication enables better self-selection. Candidates who feel incompatible with the culture or job requirements will opt out early; 2) Recruitment process efficiency: Optimized digital platform effectiveness ensures a smooth and fast sourcing workflow. Targeted candidate reach and engagement minimize the number of irrelevant applications, reducing the burden of manual screening. The result is a significant reduction in time-to-hire and cost per hire, as resources are focused only on the most promising candidates; 3) Post-recruitment performance: Employees who have gone through a transparent and self-selected process tend to be more motivated and reach full productivity

faster. Additionally, they have lower turnover rates because their expectations from the outset have been well managed through quality social media communication.

The results of this study are in line with previous research conducted by (Rahmatullah & Aliya, 2025), which states that there is an influence between Social Media Recruitment and Recruitment Quality in micro, small and medium enterprises.

6. *The Influence of Digital Leadership on Recruitment Quality in MSMEs*

Based on a literature review and relevant previous studies, it was found that Digital Leadership influences Recruitment Quality in micro, small, and medium enterprises.

To achieve Recruitment Quality through Digital Leadership, micro, small, and medium enterprises in Indonesia must do the following: 1) Digital vision and strategy: Leaders must have a clear vision of how technology, AI, or e-commerce will shape the future of MSMEs and integrate that vision into recruitment needs. 2) Technological competence: Leaders must demonstrate digital literacy and readiness to adopt digital tools in the recruitment process itself, rather than relying on traditional manual processes; 3) Collaborative and adaptive leadership: Leaders must involve line managers in defining the skill requirements needed in the future. Leaders must be willing to change recruitment criteria or sourcing methods based on results and feedback from candidates. Leaders create a fast, technology-based onboarding culture.

If MSMEs in Indonesia can provide or pay attention to these three aspects of Digital Leadership, it will have a positive effect on Recruitment Quality, which includes: 1) Candidate suitability: A clear Digital Vision directs the search for candidates who have the skills and mindset needed by MSMEs in the future, not just today. Collaborative Leadership ensures that the technical and cultural criteria sought are highly accurate and relevant to the team. As a result, there is a dramatic increase in Candidate Suitability; 2) Recruitment process efficiency: Technology Competence supported by leaders enables the adoption of digital tools that can automate screening and administration. This significantly reduces time-to-hire and cost-per-hire. Adaptive leaders can also quickly change sourcing strategies that have proven ineffective, making the recruitment process agile and cost-effective; 3) Post-recruitment performance: Highly suitable candidates tend to reach full productivity levels more quickly. They also show lower turnover rates because they fit into an adaptive culture and are led by a clear vision, which results in more stable business performance for MSMEs.

These research findings align with previous studies conducted by (Nurniawan & Amalia, 2025), which state that there is an influence between Digital Leadership and Recruitment Quality in micro, small, and medium enterprises.

7. *The Influence of Employer Brand Strength on Recruitment Quality in MSMEs*

Based on a literature review and relevant previous research, it was found that Employer Brand Strength influences Recruitment Quality in micro, small, and medium enterprises.

To achieve Recruitment Quality through Employer Brand Strength, micro, small, and medium enterprises in Indonesia must do the following: 1) Emotional appeal: Create positive perceptions and affective bonds between MSMEs and potential candidates. This appeal involves feelings of pride, belonging, or purpose offered by the job; 2) Employee value proposition: Highlighting the competitive advantages of MSMEs, such as a flat organizational structure (quick decision-making), rapid learning opportunities (due to multiple roles), or greater work flexibility. Ensuring that the communicated EVP is consistent with the actual work experience; 3) Digital and media reputation: Encouraging employee advocacy (employees promoting MSMEs positively). Responding to online reviews and feedback professionally, both positive and negative, demonstrates accountability. Maintaining branding consistency across all digital channels.

If MSMEs in Indonesia can provide or pay attention to these three Employer Brand Strengths, it will have a positive effect on Recruitment Quality, which includes: 1) Candidate suitability: A clear and transparent Employee Value Proposition (EVP) serves as an effective

screening tool. Candidates who do not match the values or requirements of the SME will self-select and not apply. SMEs attract candidates who are looking for the work environment they offer, thereby significantly improving person-job fit and person-organization fit; 2) Recruitment process efficiency: Employer Branding Strength, especially Digital Reputation, generates a larger volume of applications from higher quality sources. This reduces dependence on expensive recruitment agencies and minimizes sourcing costs; 3) Post-recruitment performance: This is the end result of high Candidate Fit, driven by Emotional Appeal and EVP. Employees who are recruited not only for their skills but also for their emotional and cultural fit tend to be more motivated, more engaged, and have a much lower turnover rate. This employee stability directly contributes to higher and more sustainable SME performance and productivity.

These research findings align with previous studies conducted by (Gurgu & Kuleto, 2023), which state that there is an influence between Employer Brand Strength and Recruitment Quality in micro, small, and medium enterprises.

8. The Influence of Gamification in Recruitment on Recruitment Quality through Employer Brand Strength in MSMEs

Based on a review of the literature and relevant previous research, it was found that Gamification in Recruitment influences Recruitment Quality through Employer Brand Strength in micro, small, and medium enterprises.

To achieve Recruitment Quality through Employer Branding and Gamification in Recruitment, micro, small, and medium enterprises in Indonesia must do the following: 1) Emotional appeal: Attract candidates who are intrinsically motivated (not just financially), which is a key factor in Post-Recruitment Performance; 2) Employee value proposition: Strengthened by interactivity and experience. RJP in games effectively communicates the unique values of MSMEs (e.g., agile culture and problem solving); 3) Digital and media reputation: Built from transparent competency evaluations. Candidates who feel the process is fair and professional are more likely to give positive reviews on public platforms; 4) Candidate engagement: Turn the application process into a mini-game with instant feedback and a progress bar; 5) Interactivity and experience: Use game-based simulations that mimic daily tasks in SMEs; 6) Competency evaluation: Transparent and fair evaluation (because it is based on game performance) results in positive Digital and Media Reputation, regardless of recruitment results.

If SMEs in Indonesia can provide or pay attention to these six aspects of Employer Branding and Gamification in Recruitment, it will have a positive impact on Recruitment Quality, which includes: 1) Candidate suitability: Gamification creates a double screening process. First, interactivity (RJP) supported by a clear EVP causes mismatched candidates to self-select out. Second, objective Competency Evaluation ensures that SMEs only select candidates with the highest skill scores, thereby achieving optimal skill and cultural fit; 2) Recruitment process efficiency: Employer Branding (positive Digital Reputation) attracts a higher volume of applications, but automated Competency Evaluation is able to process this volume quickly. High Candidate Engagement ensures fewer dropouts in the middle of the process. The result is a drastic reduction in time-to-hire and cost-per-hire because MSMEs focus on proven talent; 3) Post-recruitment performance: Employees recruited based on Emotional Appeal (intrinsically motivated) and high Candidate Fit (tested by gamification) tend to reach full productivity (time-to-proficiency) faster and have very low turnover rates, contributing to stable and superior performance for SMEs.

The results of this study are in line with previous research conducted by (Abuladze & Hasimi, 2023), which states that there is an influence between Gamification in Recruitment and Recruitment Quality through Employer Brand Strength in micro, small and medium enterprises.

9. The Influence of Social Media Recruitment on Recruitment Quality through Employer Brand Strength in SMEs

Based on a review of the literature and relevant previous research, it was found that Social Media Recruitment influences Recruitment Quality through Employer Brand Strength in micro, small, and medium enterprises.

To achieve Recruitment Quality through Employer Brand Strength and Social Media Recruitment, micro, small, and medium enterprises in Indonesia must do the following: 1) Emotional appeal: MSME actors must present a warm, inclusive, and inspiring company image on social media. This can be done by sharing real stories about the business journey, profiles of successful employees, social activities, and the values held by the organization; 2) Employee value proposition: MSMEs need to clearly formulate and communicate the values they offer to prospective employees, such as learning opportunities, work flexibility, a family-like work environment, or a collaborative culture; 3) Digital and media reputation: MSME players must maintain a positive image of the company in the virtual world. This can be done by maintaining professionalism in communication, responding to comments or questions from candidates politely and quickly, and avoiding misleading information; 4) Candidate reach and engagement: MSMEs need to leverage the power of social media to expand their candidate search reach. The use of digital advertising (*targeted ads*) on platforms such as LinkedIn, Facebook, or Instagram can help companies reach potential employees who meet the desired criteria; 5) Quality of information and communication: MSME players must ensure that all recruitment content shared on social media reflects the company's professionalism and values; 6) Effectiveness of digital platforms: MSMEs need to choose the digital platform that best suits the candidate segment they want to reach. The use of a simple *applicant tracking system (ATS)* can also help MSMEs manage applicants more efficiently.

If MSMEs in Indonesia can provide or pay attention to these six aspects of Employer Branding and Social Media Recruitment, it will have a positive effect on Recruitment Quality, which includes: 1) Candidate suitability: Increased because clear information and communication help attract candidates who are truly suited to the position requirements and company values; 2) Recruitment process efficiency: Increased because the use of social media and digital systems speeds up the screening process, expands reach, and saves recruitment costs; 3) Post-recruitment performance: Will improve, because candidates who are screened through a transparent, relevant, and value-oriented process tend to have high commitment and better productivity.

The results of this study are in line with previous research conducted by (Kusdiyanto & Ishbah, 2024), which states that there is an influence between Social Media Recruitment and Recruitment Quality through Employer Brand Strength in micro, small and medium enterprises.

10. The Influence of Digital Leadership on Recruitment Quality through Employer Brand Strength in MSMEs

Based on a review of the literature and relevant previous research, it was found that Digital Leadership influences Recruitment Quality through Employer Brand Strength in micro, small, and medium enterprises.

To realize Recruitment Quality through Employer Brand Strength and Digital Leadership, micro, small, and medium enterprises in Indonesia must do the following: 1) Emotional appeal: MSME actors need to build emotional appeal by presenting an inspiring, inclusive, and visionary leadership image. Leaders who are able to communicate authentically on digital media through positive, humanistic, and consistent messages will form emotional connections with prospective employees; 2) Employee value proposition: MSME leaders need to design and communicate a clear EVP, which is the unique value offered to prospective and existing employees; 3) Digital and media reputation: MSME leaders must ensure that the company's digital reputation remains positive and professional. This includes actively

monitoring public reviews on digital platforms, responding quickly to criticism or questions, and maintaining transparency in the information shared online; 4) Digital vision and strategy: MSME leaders need to develop a digital strategy that focuses on efficiency, collaboration, and technology-based human resource development; 5) Technological competence: MSME leaders need to have good digital literacy to manage the modern recruitment process. This includes understanding the use of applicant tracking systems (ATS), candidate data analytics, and the use of social media for job promotion; 6) Collaborative and adaptive leadership: Collaborative leadership encourages the involvement of all team members in the recruitment process, from drafting job descriptions and screening candidates to making final decisions.

If MSMEs in Indonesia can provide or pay attention to these six aspects of Employer Branding and Digital Leadership, it will have a positive effect on Recruitment Quality, which includes: 1) Candidate suitability: Increased because the recruitment process is led by leaders who understand the organization's needs and are able to attract candidates with values and competencies that are in line with the company's digital vision; 2) Recruitment process efficiency: Improved because the application of digital strategies and technology accelerates the selection process, reduces costs, and increases objectivity in decision making; 3) Post-recruitment performance: Also increases, because candidates recruited through a transparent, inspiring, and value-based process will show high loyalty and productivity in the workplace.

The results of this study are in line with previous research conducted by (Sousa & Ferreira, 2024), which states that there is an influence between Digital Leadership and Recruitment Quality through Employer Brand Strength in micro, small, and medium enterprises.

Conceptual Framework

The conceptual framework is determined based on the research problem, research objectives, and previous studies relevant to the literature review:

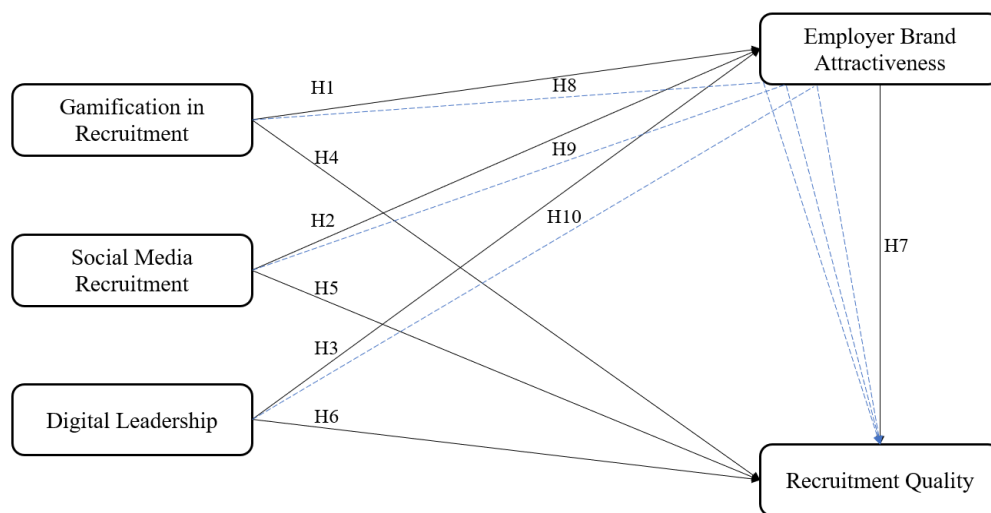


Figure 2. Conceptual Framework

Based on Figure 2 above, Gamification in Recruitment, Social Media Recruitment, and Digital Leadership influence Recruitment Quality mediated by Employer Brand Strength. However, in addition to the variables of Gamification in Recruitment, Social Media Recruitment, Digital Leadership, and Employer Brand Strength that influence Recruitment Quality, there are other variables that influence it, including:

- 1) Recruitment Team Competence: (Junus et al., 2024), (Apriliya et al., 2024), (Sudarta et al., 2022).
- 2) Candidate Experience: (D. B. Susanto & Hamzali, 2024), (Devi et al., 2024), (Irawan et al., 2024).

- 3) Organizational Reputation: (Annisa et al., 2022), (Nurmannah, 2024), (Christiani & Fatmayati, 2022).

CONCLUSION

Based on the` research question, results, and discussion above, the conclusion of this study is:

- 1) Gamification in Recruitment influences Employer Brand Strength in SMEs;
- 2) Social Media Recruitment influences Employer Brand Strength in SMEs;
- 3) Digital Leadership influences Employer Brand Strength in SMEs;
- 4) Gamification in Recruitment affects Recruitment Quality in SMEs;
- 5) Social Media Recruitment affects Recruitment Quality in SMEs;
- 6) Digital Leadership affects Recruitment Quality in SMEs;
- 7) Employer Brand Strength influences Recruitment Quality in SMEs;
- 8) Gamification in Recruitment affects Recruitment Quality through Employer Brand Strength in SMEs;
- 9) Social Media Recruitment affects Recruitment Quality through Employer Brand Strength in SMEs;
- 10) Digital Leadership affects Recruitment Quality through Employer Brand Strength in SMEs.

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