Literature review: current trends and developments in employee recruitment

Sefina Triastuti[1]*
[1] Universitas Negeri Yogyakarta
*Corresponding Author: sefinatriastuti.2024@student.uny.ac.id

ARTICLE INFO	ABSTRACT
	Recruitment and employee selection have experienced rapid development with technological advances significantly transforming the process. However, many companies still employ traditional methods that present challenges including lengthy time requirements, higher costs, and potential bias. This study examines trends and recent developments in employee recruitment processes through systematic literature review. This research employs literature review methodology using secondary data from journals, research reports, and industry publications. Literature was selected based on relevance, quality, and recency, focusing on publications from the last five years using academic databases such as Jurnal Sinta, Google Scholar, JSTOR, and ScienceDirect.Current recruitment trends show significant shift toward digital technology use throughout the process. Online platforms, artificial intelligence (AI), and applicant tracking systems (ATS) have become integral in expanding candidate reach, accelerating recruitment, and enhancing candidate experience. Technology enables companies to screen candidates more efficiently, reduce costs, and improve selection accuracy compared to traditional methods. Latest trends emphasize the importance of diversity, inclusivity, and social responsibility in recruitment processes, becoming increasingly relevant amid social changes and millennial generation expectations.

INTRODUCTION

Recruitment and employee selection are fundamental pillars in work and organizational psychology, which have experienced rapid development in the literature during the last decade (Farah & Zohriah, 2024). Various meta-analyses and literature reviews have revealed recent trends and directed future research in this field. Recent developments include the validity of various selection methods, expansion of selection criteria scope, as well as impression management and applicant reactions (Potočnik et al., 2021). Additionally, research on employee

recruitment highlights applicant attraction, recruitment method innovation, and the influence of new technology in recruitment and employee selection processes.

Nikolaou (2021) argues that technological advances have significantly changed the recruitment and employee selection process. This occurs in the candidate attraction stage, with online recruitment and social networking use becoming important elements. In the screening stage, technologies such as applicant tracking systems and cybervetting offer advantages as well as challenges for recruiters and applicants. Innovations such as digital interviews and game-based assessments are also increasingly in demand, with applicant reactions becoming an important aspect in selection success.

The COVID-19 pandemic accelerated digital transformation in recruitment and employee selection (Firdaus et al., 2021). Technologies such as artificial intelligence, process automation, and HR analytics became more commonly used. Virtual recruitment and social networking utilization for finding candidates have become the new standard. This situation also encouraged the need for flexibility, adaptability, and higher stress resilience among recruitment professionals (Maulana, 2022).

Kolodeznikova et al. (2019) argue that modern trends also include the use of innovative tools such as strategies to improve services in recruitment, video resumes, and mobile device-based testing. These tools enhance recruitment efficiency while strengthening organizational branding. However, the effectiveness and security of these tools still receive less attention compared to traditional recruitment methods.

Another challenge in modern recruitment is discrimination. Kroll et al. (2021) show that methods such as active sourcing and external agent use can be influenced by discrimination, both explicit and implicit. This indicates that current regulations may not be sufficient to protect candidates from marginal groups in the employee recruitment process.

Overall, current trends reflect significant changes in technology, organizational strategy, and socio-economic dynamics. Jayaraj et al. (2023) state that to remain competitive, companies must adapt to changes and ensure that their recruitment processes remain fair and effective. In line with this opinion, Abdrasilov et al. (2021) argue that understanding the long-term impact of current trends in recruitment and selection on applicants and organizations is necessary.

However, what is happening is that employee recruitment in various companies currently still uses past or traditional methods. Although job vacancy advertising has been implemented across various social media, the recruitment process still uses traditional methods. For example, in the initial stage, job

applicants are still required to submit CVs and documents physically. In the next stage, the recruitment process also still uses paper for conducting knowledge and academic tests. This can cause accumulation of documents that will not be used later and eventually become waste accumulation.

The recruitment process using traditional methods causes many problems, such as requiring much time to select documents and in subsequent recruitment processes. Another problem that arises is in terms of financing, which is considered quite costly, because the recruitment process takes a long time and involves stakeholders.

To overcome these issues, changes are needed in the employee recruitment process in companies. By following current trends and developments in the revolution 5.0 era, the recruitment process can be conducted more efficiently. The advancement of technology and information in this era can be utilized in all fields, one of which is in the employee recruitment process. The use of technology such as AI can be used in the document collection and sorting process in the employee recruitment stage. Based on these problems, it is necessary to conduct a literature review related to current trends and developments in employee recruitment. In addition, this research also examines what factors influence current trends and developments in employee recruitment.

METHODS

A literature study (literature review) is one of the research methods that encompasses the discussion of theories, research findings, and various other research materials obtained from diverse library sources (Putri & Roesminigsih, 2022). Literature study can also be defined as an examination of various literature, books, and other notes relevant to the solution of the problem being studied (Koleangan et al., 2024).

This research employs a literature study (literature review) method with the data used being secondary data obtained from journals, research reports, and industry publications related to the topic of current trends and developments in recruitment. Literature was selected based on relevance, quality, and recency, with a focus on publications within the last five years to ensure the latest findings. Data collection techniques in this research were conducted through a systematic literature search using academic databases such as Jurnal Sinta, Google Scholar, JSTOR, and ScienceDirect. Literature selection was carried out through a screening process based on abstracts and keywords to ensure relevance to the research topic. Articles that were not relevant or did not meet quality criteria were excluded from the analysis.

RESULTS AND DISCUSSION

Employee Recruitment

Recruitment is generally defined as the process of seeking and obtaining potential and qualified human resource candidates, with the aim of selecting candidates who best fit the needs of a specific position. This recruitment process is carried out to fill vacant positions and functions to identify and place a number of potential employee candidates who meet the criteria set by the company.

The existence of superior human resources is only one of many aspects that contribute to company growth. The employee recruitment process is an important step to obtain quality human resources. In public, commercial, and educational sector organizations, recruitment is a stage to obtain staff that meets the criteria set by the company (Yuliyanti et al., 2023). This process involves efforts to attract, invite, and seek prospective employees capable of filling specific positions within the company.

Recruitment is a series of processes to search for and attract individuals with appropriate motivation, skills, abilities, and knowledge to fill needs identified in human resource planning (Kamilia, et al., 2024). The recruitment process begins with finding potential candidates and ends with the receipt of application documents from applicants. In line with this view, Titisari & Ikhwan (2021) argue that recruitment is the earliest stage in searching for and obtaining prospective employees to meet the company's needs in terms of human resources (HR).

Robbins & Judge (2024) explain that the objectives of recruitment are to ensure the availability of candidates who meet organizational requirements, increase organizational competitiveness through recruiting competent workforce, and build the organization's reputation as a desirable workplace through transparent and fair recruitment practices. The types of recruitment commonly conducted in organizations are internal and external recruitment. Internal recruitment is the process of recruiting workforce from within the organization. This includes promotions, job rotation, or filling vacant positions by existing employees. Meanwhile, external recruitment is the process of attracting candidates from outside the organization. This method includes the use of job advertisements, campus hiring, and recruitment through social media (Cupian et al., 2020).

In implementing recruitment, there are factors that influence the recruitment process, including organizational image, where organizations with good reputations are more attractive to quality applicants; labor market conditions, where labor supply in the market affects the number and quality of applicants; and recruitment

technology, where the use of technology such as Applicant Tracking Systems helps improve recruitment process efficiency (Yulyasari et al., 2023).

Effective recruitment processes help organizations obtain quality human resources, reduce turnover rates, and increase productivity. Meanwhile, poor recruitment can result in additional costs, low job satisfaction, and declining organizational reputation.

Traditional Recruitment

Traditional recruitment involves manual processes such as posting job advertisements in newspapers, physical document collection, and face-to-face interviews. Although this method tends to be more conventional, there are several aspects that remain relevant in certain contexts such as:

1. Contextual and Local Understanding: Traditional methods are often used in small organizations or in areas not yet fully reached by technology. This process allows organizations to understand candidates in local contexts, such as culture and community needs.
2. Trust and Personal Interaction: Traditional approaches enable more intensive face-to-face interaction, thus increasing trust between employers and candidates. This is important in jobs requiring high interpersonal relationships.
3. Candidate Selection for Specific Positions: Some positions, such as manual or operational workers, are often more easily reached through traditional methods due to their specific and local nature.

However, in its implementation, the traditional recruitment process has weaknesses, such as lengthy time requirements, high costs, and risk of bias in candidate assessment.

Digitalization in Recruitment

Digitalization has become the main driver of recruitment transformation, with the use of online platforms such as LinkedIn and social networking sites to reach candidates more broadly. Innayah et al. (2024) explain that digitalization can improve recruitment process efficiency and effectiveness, enabling recruiters to utilize technology such as virtual interviews, chatbots, and Applicant Tracking Systems to screen and manage candidates more effectively.

The use of artificial intelligence (AI) in recruitment brings very significant benefits, such as rapid applicant data analysis, automation of administrative tasks, and reduction of human bias in the selection process. However, challenges such as

algorithmic bias and concerns also require training of human resource staff to manage this technology properly (Mambu et al., 2023).

Recent trends emphasize the importance of fairness and inclusion in recruitment, where many organizations are beginning to adopt strategies to reduce implicit and explicit discrimination, as well as strengthen policies supporting diversity in recruitment. Studies show that although technology like AI can help reduce human bias, unrepresentative training data can create new biases (Alsaif & Sabih Aksoy, 2023).

Current Trends and Developments in Employee Recruitment

Current trends and developments in employee recruitment show shifts in how organizations search for, select, and assess prospective employees. The following are some recent trends in employee recruitment:

1. Technology Utilization in the Recruitment Process

Along with technological advances, many companies now utilize digital tools to accelerate and facilitate the recruitment process. The use of Applicant Tracking Systems (ATS) to manage applicants, as well as online recruitment platforms such as LinkedIn, Glassdoor, and Indeed, has become common in recruitment. According to McKinsey & Company (2020), this technology enables organizations to screen thousands of applicants in a short time, reduce bias in selection, and improve overall recruitment process efficiency.

Currently, the use of artificial intelligence (AI) in recruitment is increasingly developing. AI is used to analyze applicant data, predict candidate suitability for specific positions, and provide automatic recommendations to recruiters (Upadhya, 2021). AI-based chatbots are also being used to interact directly with applicants, answer basic questions, and provide further information about the recruitment process.

2. Data-Driven Recruiting

In recent years, data-driven recruitment has become a rapidly growing trend. Data-driven recruitment refers to the use of data and analytics to make more informed and objective recruitment decisions. By utilizing data about previous candidate behavior, companies can identify patterns that can help in the selection process (Bersin, 2021).

One widely used approach is predictive analytics, which allows companies to predict which candidates are likely to stay long-term at the company and make significant contributions to organizational performance. This helps recruiters focus their efforts on candidates more suited to company needs.

3. Diversity and Inclusion in Recruitment

Diversity and inclusion have become major issues in modern recruitment. Companies are increasingly aware of the importance of diversity in their workforce. Therefore, many organizations are trying to eliminate bias in the recruitment process by using more inclusive methods, such as blind recruitment, which removes irrelevant personal information such as name, gender, or applicant age (Rainer, 2022).

Research by Deloitte (2020) shows that diversity in organizations can increase creativity, innovation, and job satisfaction, so companies are increasingly focused on forming more diverse teams. Thus, recruitment not only focuses on finding candidates who meet technical requirements, but also on candidates who can bring different perspectives and experiences to the team.

4. Candidate Experience

Another trend developing in recruitment is increased focus on candidate experience. Candidates applying to a company not only evaluate the job offered, but also how they are treated during the recruitment process. Transparent, communicative recruitment processes that respect candidate time and effort are very important for building a positive company image.

For example, companies now more frequently provide feedback to unsuccessful applicants, and ensure clear and open communication regarding recruitment stages (Harvard Business Review, 2021). This aims to increase candidate satisfaction, which in turn can improve the company's reputation as a desired workplace.

5. Skill-Based Recruiting

Along with rapid changes in skill needs in the job market, companies are increasingly focused on skill-based recruitment rather than relying solely on work experience or educational degrees. Technical and soft skills relevant to specific jobs, such as communication abilities, analytical skills, or expertise in latest technology, become the main focus in candidate selection (Jain & Gupta, 2021).

This approach often involves the use of skill tests, competency-based interviews, and assessments to ensure that prospective employees have the skills needed by the company to succeed in their roles.

6. Remote Recruiting and Virtual Recruitment

The COVID-19 pandemic has accelerated the adoption of virtual recruitment, where the entire recruitment process is conducted online, from

interviews to employee orientation. Interview and selection processes previously conducted face-to-face are now widely conducted through video platforms such as Zoom, Google Meet, or Microsoft Teams. This trend allows companies to expand candidate search reach without being bound by geographical location (LinkedIn, 2021). Virtual recruitment also provides greater flexibility for applicants, who can participate in the recruitment process from anywhere. On the other hand, companies can access a broader and more diverse candidate pool.

Based on the findings from previous research articles, it can be identified that the use of technology in recruitment processes represents the current trend and development in recruitment processes that is currently widely implemented by various companies.

Research by Bagus Susanto et al. (2024) using a qualitative approach with literature study method found that the use of technology such as applicant tracking systems (ATS), artificial intelligence (AI), and digital platforms can expand candidate reach, reduce recruitment time and costs, and improve accuracy and candidate experience. However, challenges such as initial costs, training needs, and resistance to change were also identified. This research provides practical recommendations for organizations wishing to adopt technology in employee recruitment and selection to achieve operational efficiency and competitive advantage.

In the hospital context, Koleangan et al. (2024) through a literature review approach discovered that AI can improve operational efficiency and effectiveness in HR management, especially in recruitment, training, and performance evaluation. AI enables faster and more objective processes and helps identify specific training needs and improve employee skills. However, significant ethical challenges related to data privacy, algorithmic bias, and transparency were also identified. Without proper management, AI implementation can cause privacy violations and unfairness in decision-making. The application of AI in HR management in hospitals offers various opportunities for operational improvement, but also requires serious attention to ethical issues. Appropriate regulations and a holistic approach are needed to ensure fair and responsible use of AI.

Prayoga and Ali (2023) through qualitative research explored the implementation of advanced technology, such as artificial intelligence and big data analysis, in the candidate selection process. Additionally, focus was given to creative strategies in attracting and retaining quality talent, including company brand development, employee welfare improvement, and collaborative approaches involving internal and external stakeholders. This research also highlights social

and ethical issues that emerge along with current recruitment and retention trends, including diversity and inclusivity, as well as corporate social responsibility. Deep understanding of psychological dynamics and talent motivation becomes the core of the analysis, guiding the development of strategies oriented toward balance between organizational needs and individual satisfaction.

Research by Ramadhani and Amalina Rizqi (2024) using a qualitative approach through interviews with company informants showed that the Manpower Provider Company in Gresik City measures online recruitment success based on criteria such as number of quality candidates, complete resumes, appropriate domicile, suitable age, and potential to become experts in their field. The company's strategy to improve prospective employee quality involves detailed advertisements, information and talent exploration of prospective employees, and enhanced document selection filters. Based on data analysis, the company has effectively implemented online recruitment. However, challenges such as mismatches between educational background and desired jobs need attention. Continuous evaluation of online recruitment processes and adjustments to technological developments and labor market dynamics are recommended.

Hasugian et al. (2023) through quantitative research developed a website application for new employee recruitment decision support system using the SMART method with criteria including Psychotest Results (20% weight), Age (10% weight), Work Experience (20% weight), Interview (20% weight), and Technical Aspect Mastery (30% weight). The results of this research are objective because data processing is based on all test criteria, ensuring that selected employees are definitely ready to work.

Martin Jayaraj et al. (2023) through qualitative exploratory research found that current human resource recruitment trends focus on online web services, making it easier for job seekers to search for jobs from home through online portals without needing to travel. Online interviews allow applications to distant companies without high costs. This practice expands job choices and increases job satisfaction, while companies also save time and costs. Therefore, companies need to continuously develop or implement this strategy to obtain maximum benefits.

Alamsyah (2020) through the RUP process model approach developed a decision support system (DSS) to support the decision-making stage of identifying problems, selecting relevant data, and determining the approach used in the decision-making process using the simple additive weighting (SAW) method.

Finally, Afifah and Harto (2024) through qualitative research found that online platforms, such as LinkedIn, Glints, Indeed, and social media, play an important role in recruitment strategy, particularly in creating brand awareness,

building two-way communication between companies and candidates, and facilitating more efficient selection processes. Authentic and interactive content strategies prove effective in attracting millennial generation interest. These results emphasize the importance of integrating digital strategies in the recruitment process to meet millennial talent expectations and preferences.

Overall, the use of technology such as ATS, AI, and digital platforms can expand candidate reach, reduce recruitment time and costs, and improve candidate experience. Despite challenges related to resistance to change, this technology provides significant benefits for organizations in improving operational efficiency and global competitiveness. The use of AI can also improve efficiency in human resource management, although there are issues related to privacy and algorithmic bias. Additionally, the importance of advanced technology such as AI and big data in candidate selection and creative strategies to identify, attract and retain candidate talent. Decision support systems using technology can provide more objective selection results, while online platforms play an important role in attracting millennial talent. Overall, the integration of digital technology in recruitment strategies has proven effective in improving efficiency and attracting quality candidates.

CONCLUSION

Based on the review of various literature, it can be concluded that the use of technology represents the current trend and development in the recruitment process. Current trends in recruitment show a significant shift toward the use of digital technology throughout the entire selection and recruitment process. Online platforms, artificial intelligence (AI), and applicant tracking systems (ATS) have now become integral parts in expanding candidate reach, accelerating the recruitment process, and enhancing candidate experience. The use of technology in the recruitment process provides various benefits compared to traditional recruitment processes. Technology use enables companies to be more efficient in screening candidates, save costs, and improve accuracy in selecting prospective employees. Furthermore, the latest trends and developments also highlight the importance of diversity, inclusivity, and social responsibility in the recruitment process.

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