SOCIAL MEDIA LEVERAGING FOR INDUSTRIAL E-RECRUITMENT: A STUDY OF PT. BOGA INTI

Steven Brian Kenneth Hutomo[1], Idfi Setyaningrum[2], Mintarti Ariani[3*], Joshi Maharani Wibowo[4]

[1,2,3,4]Faculty of Business and Economics, University of Surabaya
*correspondence author: mintarti@staff.ubaya.ac.id

Abstract

This research aims to determine how PT Boga Inti implements the e-recruitment process in recruiting human resources. The findings are anticipated to offer insights into the execution of this online recruitment for industrial company, highlight the availability of qualified candidates, and foster the development of a more effective and efficient management recruitment process both for employer and employee. This study use qualitative approach based on a case study to capture the problem residing on e-recruitment activity. Data collection was carried out by observation and interviews, based on purposive sampling, in accordance with the purposes of study. The findings show that PT Boga Inti faces challenges in filtering job applicants and finding candidates that match the required criteria due to three obstacle: 1) A lot of candidates that is not match with company requirement, 2) Salary offers is too low in some region, 3) Uneven recruitment information distribution. To overcome the problem, these studies develop a few strategies to support the needs of object study, through the uses of paid promotion, Instagram - Ads, and job vacancy websites or social media accounts.

Keywords: Employees, E-recruitment, Industrial, Social Media

ABSTRAK

Penelitian ini bertujuan untuk mengetahui bagaimana PT Boga Inti menerapkan proses e-rekrutmen dalam merekrut sumber daya manusia. Temuan penelitian ini diharapkan dapat memberikan wawasan mengenai pelaksanaan rekrutmen online untuk perusahaan industri, menyoroti ketersediaan kandidat yang berkualifikasi, serta mendorong pengembangan proses rekrutmen manajemen yang lebih efektif dan efisien baik bagi pemberi kerja maupun karyawan. Studi ini menggunakan pendekatan kualitatif berbasis studi kasus untuk menangkap permasalahan yang ada dalam kegiatan e-rekrutmen. Pengumpulan data dilakukan melalui observasi dan wawancara, dengan teknik purposive sampling sesuai dengan tujuan penelitian. Hasil penelitian menunjukkan bahwa PT Boga Inti menghadapi tantangan dalam menyaring pelamar kerja dan menemukan kandidat yang sesuai dengan kriteria yang dibutuhkan karena tiga hambatan: 1) Banyak kandidat tidak sesuai dengan persyaratan perusahaan, 2) Penawaran gaji yang terlalu rendah di beberapa wilayah, 3) Distribusi informasi rekrutmen yang tidak merata. Untuk mengatasi masalah tersebut, penelitian ini mengembangkan beberapa strategi untuk mendukung kebutuhan objek studi, melalui penggunaan promosi berbayar, iklan di Instagram, dan situs web atau akun media sosial untuk lowongan kerja.

Kata Kunci: Pegawai, E-recruitment, Industri, Media Sosial

INTRODUCTION

In the rapidly evolving landscape of contemporary business, Human Resource Management (HRM) has emerged as a critical determinant of organizational success and sustainability. The transformation of HRM from a traditional administrative function to a strategic business partner represents one of the most significant developments in organizational management over the past several decades (Ulrich & Dulebohn, 2015).

The strategic role of HRM has become increasingly prominent as organizations navigate through unprecedented challenges, including technological disruption, demographic shifts, and global economic uncertainties. Human resource management plays an important role in a company as it involves managing the personnel who are essential assets for achieving organizational goals,
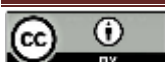
both in the private and public sectors (Indrayani & Mahyarni, 2019). This perspective has gained relevance in the knowledge-based economy, where human capabilities and intellectual capital often determine organizational performance more significantly than traditional physical assets. As (Armstrong & Taylor, 2020) argue, effective human resource management practices are fundamental to building sustainable competitive advantages through the development and optimization of human capital.

To support (Armstrong & Taylor, 2020) study an effective company management must enhance their human resources (HR) practice through well-organized and measurable processes, including planning, recruitment, development, and employee termination, to ensure that company objectives are met efficiently and effectively. (Ahmetya et al., 2023) was stated that human resources (HR) need to continuously develop themselves proactively and skilfully in responding to the demands of the globalization era. Recent research has demonstrated strong correlations between sophisticated HRM practices and various measures of organizational performance. Studies by (Boxall & Purcell, 2016) indicate that organizations implementing strategic HRM practices experience higher levels of employee engagement, reduced turnover rates, and improved financial performance. Furthermore, the integration of HRM strategies with broader organizational objectives has become essential for fostering innovation, adaptability, and organizational resilience in an increasingly competitive global marketplace.

From the company perspective, the recruitment process is a critical aspect of HRM, to identify and hire the best candidates who meet their qualifications or job culture. This systematic process involves several stages, including needs assessment, candidate evaluation, selection, placement, and orientation, all aimed at acquiring high-quality employees who will contribute to the company's success (Potale & Lengkong, 2016). The effectiveness of this process is measured by its ability to attract individuals with the necessary skills and qualifications that align with the company's requirements. It also showed that the recruitment method has an important role to meet this expectation as well as other indicators such as employee selection process budget. Technology has an important role to bridge company interest towards their needs of suitable employee.

The implementation of technology to support HRM is began to apply in the mid-1990s to allowed for more sophisticated HR processes and data management worldwide (Strohmeier, 2007; Kavanagh et al., 2012). The system is being adopted in Indonesia company around 2003 from web base recruitment (Marler & Fisher, 2013), into mobile device and social media integration from 2010 (Bondarouk & Brewster, 2016), and got accelerate during the COVID-19 pandemic era at 2020 (Carnevale & Hatak, 2020). Today various company becom becoming more prevalent to use online recruitment approach compared to traditional one.

In Indonesia, social media has emerged as a preferred platform for job searching and recruitment, primarily due to its accessibility and efficiency in facilitating connections and sharing employment opportunities (Liedfray et al., 2022). Instagram, a Meta Platforms-owned social media platform, stands out as a particularly influential channel. The platform's features allow users to share visual content, including photos and videos, while expressing creativity through digital filters and distributing content across various social networks (Prihatiningsih, 2017). Global statistics from We Are Social and Hootsuite position Instagram as the fourth most popular application globally, after Facebook, YouTube, and WhatsApp. By October 2023, Instagram's worldwide user base reached 1.64 billion, with Indonesia securing the fourth position globally with 104.8 million users (Annur, 2023). This extensive user presence underscores Instagram's significant impact in Indonesia. Furthermore, research by Invinyx Jakpat indicates that Instagram has become the most preferred and frequently accessed social media platform, particularly among Generation Z users (Purnama, 2024).

Today, the e-recruitment system comprises a series of online processes designed to simplify access to job vacancy information for applicants. Social media posts are an efficient solution, allowing job seekers to obtain information without visiting the company in person. Instagram, in particular, is now utilized for gathering data and observations. Prospective candidates use this platform to research the company and align the roles and responsibilities offered with their skills and qualifications. E-recruitment by utilizing social media reduces promotional costs for job vacancies and enhances the company's visibility, increasing the chances of finding candidates who meet the company's requirements. Several major companies in Indonesia, including PT Boga Inti, have adopted the e-recruitment method for their
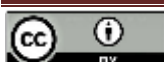
hiring processes. practices employed by PT Boga Inti in their e-recruitment process.

This study cites previous study by Jazimatul Husna, Argha Prasetya, Salsabila Shadiqin, Sesilia Fanisa Berliansa Pungkis, and Yahya Muhaimin from Diponegoro University, conducted in 2021, entitled "Effectiveness of Recruitment Methods through Social Media (E-Recruitment)." It revealed that many companies in Indonesia have decreased mass recruitment efforts and reduced face-to-face interactions. This research is aimed to answer leftover question by previous study with different sample to examine online employee recruitment process that adopt new normal practices, after COVID-19 is ended. The findings are anticipated to offer insights into the execution of this online recruitment approach, highlight the availability of qualified candidates, and foster the development of a more effective and efficient management process.

PT Boga Inti is choosen due because it suitable for study sample. Historically, PT Boga Inti has implemented an e-recruitment strategy by utilizing social media for its online hiring process. It also is highly sought by the current generation (millennial and Z). However, challenges persist in certain cities where job postings are not receiving widespread attention. This approach to recruitment has prompted the researcher to examine the strategies and development of a more effective and efficient management process.

LITERATURE REVIEW
E-Recruitment

E-recruitment, or online recruitment, refers to hiring prospective employees through digital technology, encompassing job vacancy announcements to selection. This method leverages information systems and the Internet to streamline the recruitment process within a company's operations (Hutabarat & Sihotang, 2017). E-recruitment is highly practical and efficient, prompting many companies to adopt this approach to expedite employee searches. Some studies found that digital HR practices, such as online job portals and applicant tracking systems, enhanced recruitment efficiency, reduced time-to-fill positions, and improved candidate quality (Pea-Assounga & Sibassaha, 2024).

In the digital era, offline recruitment methods have become inefficient due to the time-consuming process of applicants visiting multiple locations to submit their resumes (Gruel & Tirrel, 2024). In contrast, e-recruitment allows ap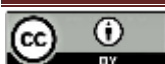plicants to quickly send their applications to numerous companies simultaneously. Companies benefit from this method by inputting required qualifications into a job vacancy platform or application, which then automatically filters applications based on these specifications. Applications that do not meet the criteria are immediately disqualified.

Online recruitment enables candidates to apply from not just the same city as the company but also from other locations, increasing the chances of finding the best candidate. However, to achieve the goal of efficiency, the e-recruitment process needs to be managed with a well-planned strategy.

A key strategy in the e-recruitment process is leveraging social media. The ease of interaction between individuals and the dissemination of information through social media considerably opens up opportunities for HRD teams to take advantage of in recruitment activities. When used effectively, social media can become a crucial tool for identifying and attracting potential employees for companies (Wang et al., 2020)

Electronic recruitment, commonly known as e-recruitment, is the process of utilizing digital technologies for employee recruitment, from posting job vacancies to candidate selection. This modern approach integrates information systems and internet capabilities to enhance organizational recruitment processes (Hutabarat & Sihotang, 2017). The efficiency and practicality of e-recruitment have led to its widespread adoption among companies seeking to optimize their hiring processes. Research indicates that digital human resource practices, including online job portals and applicant tracking systems, have significantly improved recruitment efficiency, reduced hiring timelines, and enhanced the quality of candidate pools (Pea-Assounga & Sibassaha, 2024).

Traditional recruitment methods have become increasingly obsolete in today era (new normal), as they often require candidates to physically visit multiple locations to submit applications (Gruel & Tirrel, 2024). Organizations can optimize their recruitment by implementing automated filtering systems that screen applications based on predetermined qualifications, immediately eliminating candidates who don't meet the basic requirements. The digital nature of e-recruitment expands the geographical scope of talent acquisition, allowing companies to access candidates beyond their immediate locality. However, maximizing the benefits of e-recruitment requires a strategic and well-structured approach. On contrary, e-

recruitment enable candidates to submit multiple applications simultaneously and increase their probability to obtain a suitable job, faster.

Social media platforms have emerged as a crucial component of successful e-recruitment strategies, in this day. It's able to facilitate seamless interaction between individuals and enable efficient information dissemination, providing Human Resource Development (HRD) teams with valuable recruitment opportunities. When strategically implemented, social media can serve as an effective tool for identifying and attracting qualified candidates (Wang et al., 2020).

Information Asymmetry

Information asymmetric theory is an economic concept that addresses scenarios where information is uneven between two parties engaged in a transaction or interaction. Information asymmetry occurs when one party possesses more or better information than the other (Putri, 2022). This imbalance can result in inefficient and potentially detrimental decision-making.

Impractically, information asymmetry arises when managers have a more comprehensive understanding of a company's internal details and future outlook than investors and other stakeholders (Sembiring & Trisnawati, 2019). According to Scott (2012) in the journal "Concept and Implementation of Asymmetry Theory in the Context of Accounting Research" written by Anwar et al. (2024), asymmetric information can lead to issues such as adverse selection and moral hazard. Adverse selection happens when those with more information exploit the situation. Moral hazard occurs when individuals behave more recklessly because they do not fully bear the consequences of their actions.

In the recruitment process, asymmetric information occurs when a potential employee or an employer lacks complete or accurate information about the other party. This situation frequently arises when employers provide job advertisements with vague or overly broad descriptions, leading to applicants having an unclear understanding of the exact needs and qualifications required by the employer.

This ambiguity can lead to underqualified candidates applying, slowing down the screening and hiring process. On the other hand, potential applicants might struggle to determine if the role matches their skills and experience. This information gap diminishes recruitment effectiveness, raises the expenditure of time and resources, and lowers the likelihood of finding the right candidate for the job.

Social Media

Social media is a digital platform that supports user interaction, content sharing, and online connections. It enables individuals to engage with and create diverse content forms including blogs, networks, wikis, forums, and virtual worlds (Liedfray et al., 2022). In the contemporary globalized perspective, many businesses use social media for recruitment due to its rapid spread of information (Oktaviana & Nadila, 2023). The main goal of using social media for recruitment is to accelerate the identification of potential candidates by reaching a wide and swift audience.

One social media platform frequently utilized by companies to recruit potential employees is Instagram. The Invinyx Jakpat report highlights that Instagram is the most favored and frequently visited social media platform, particularly among Generation Z in Indonesia (Purnama, 2024).

In general, Instagram is primarily used for sharing photos and videos, enabling users to express themselves through capturing images, applying digital filters, and posting them on various social networking platforms (Prihatiningsih, 2017). In a business context, Instagram offers several features that can enhance a company's marketing strategy. Among these is the Instagram Ads feature, which helps develop a company's personal brand and identify potential employees.

Human Capital

Human capital theory is an economic and management concept that considers individuals as valuable assets with economic worth (Becker, 1993). According to this theory, humans are considered capital or asset, akin to physical capital like land, buildings, and machinery. Human value is derived from their knowledge, skills, and abilities, which can be enhanced through investments in education, training, and experience. By investing in human capital development, individuals can boost their productivity and increase their future earning potential (Son, 2010; Tudorescu Constatntin; Zaharia George Christinel; Zaharia Ioana, 2010). Human capital encompasses a population's collective knowledge, skills, and intelligence, which plays a key role in enhancing productivity and driving economic growth (MacKenzie & Chiang, 2023).

Human capital theory posits that business profits will grow and be sustained if a company
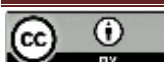
can offer superior goods and services more aligned with customer needs than its competitors (Warsono et al., 2017). Consequently, companies should invest in recruiting and training processes to acquire high-quality employees. Just as physical capital is essential for producing goods and services, human capital is vital for boosting efficiency and adding economic value to the labour market. In this context, firms can enhance their productivity by adopting online recruitment strategies, such as paid promotions and Instagram Ads, to attract and secure qualified and suitable candidates.

Human Resources

Human resources (HR) are a crucial asset in company management, representing individuals who work and contribute to achieving organizational goals. HR refers to the workforce that holds positions and is responsible for performing tasks within the company (Almasri, 2016). HR is a company's vital component, often considered more important than capital and technology. On contrary, human capabilities are crucial for effectively managing and optimizing other resources (Susan, 2019). Essentially, HR represents the core strength of a company and is a critical asset that needs ongoing training and development to enhance its skills and abilities (Darmadi, 2022). Well-managed and high-quality HR can significantly boost company performance, productivity, and overall effectiveness.

To support the company development and productivity, one of the crucial tasks of HR is to hire suitable people through an effective recruitment process. Recruitment involves a series of steps that a company undertakes to search for, identify, and attract potential applicants who meet the company's needs. It can be defined as acquiring the desired human resources by locating, finding, and enticing these individuals to fill positions within the company (Mulyati, 2018). The success of the recruitment process is indicated by the number of applicants who apply, providing the company with a broad pool of candidates from which to select those who best meet the company's criteria. The primary goal of recruitment is attracting many potential employees, allowing the company to choose candidates who meet organizational standards and qualifications.

The recruitment process generally involves several steps. First, it identifies the need for a new position, specifically targeting roles with high workloads and insufficient staffing. Next, a recruitment plan is developed, including job descriptions, specifications, and qualifications (Hülter et al., 2024). Following this, job vacancies are advertised through various channels to attract suitable candidates. Applications are then screened based on the skills required by the company. The subsequent step involves conducting interviews to gather additional information from the applicants. Once a candidate is selected, the company extends a job offer and prepares an employment contract, which includes finalizing documents or an agreement between the company and the chosen candidate. The final stage is the onboarding process, where new employees are introduced to the company (Vika, 2023).

METHODS

This study uses a qualitative approach with a case study method to explore and gain a deep understanding of the problem of this study. It was chosen because it allows the researcher to explore the subject more complexly and understand the different contexts, values, and perspectives that may affect the observed phenomenon (Moleong, 2014). In qualitative research, the researcher is directly involved with the object of the study to gain an in-depth understanding of the phenomenon from the object's perspective. Qualitative research emphasizes a deep understanding of the problem rather than an attempt to generalize the problem. Meanwhile, the case study method is a research approach in which researchers understand, explore, and analyze a particular phenomenon or case in depth (Sugiyono, 2020). Case studies are used to present a lesson by utilizing cases encountered as learning materials, and then the cases are discussed to get a solution (Dewi et al., 2023).

This study's data collection is done by observation and interviews. The observation of the e-recruitment process was carried out in conjunction with internship activities in PT. Boga Inti's head office at Green Lake City, located at Green Lake City CBD Blok J 001 - 006, Ketapang, Cipondoh, Tangerang, 15147. During the internship, the researcher received guidance from the HRD manager of PT Boga Inti, who played a key role in assigning tasks and ensuring that the internship activities complied with the company's ethical standards. This structured support was crucial for maintaining professional integrity throughout the research process. The observation was conducted at two events in 2024, Chinese New Year and Eid Holiday events. Recruitment purposes are to find waitress and steward positions (kitchen cleaning) during the event. Through observation, the researcher can pay attention to
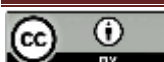
social interactions, behavior, and the relevant context related to the research subject. Meanwhile, data collection through interviews is a qualitative technique involving direct question-and-answer sessions between data collectors and informants.

Interview data is obtained through two respondents that fit the sampling criteria since this study used purposive sampling techniques. According to Sugiyono, purposive sampling is a technique for selecting informants with specific considerations following the criteria and needs needed by researchers (Erwan & Setiawan, 2023). An in-depth interview is aimed to gain an in-depth understanding of individuals' experiences, views, and perspectives on the problems being studied (Jailani, 2023). This study obtained two respondents that fit with the criteria as shown at Table 1.

Table 1. Demographics of interviewed respondents

Responden/Informan	Mr. HK	Ms. MD
Gender	Male	Female
Position	Deputy Manager	Staff
Department	Human Resource Department, PT. Boga Inti	Human Resource Department, PT. Boga Inti
Years of Service	3 Years	2 Year and above

Source: Author, processed in 2024

RESULTS AND DISCUSSION
Online Recruitment in PT Boga Inti

In the first event "Chinese New Year", the assignment was to get a target to recruit 200 daily workers consisting of two waitresses and two stewards for each Boga Group restaurant branch across Indonesia. The HRD team divides the team for each area, and the researcher holds the areas of North Jakarta, Tangerang, Bekasi, Surabaya, Manado, Pekanbaru, Makassar, and Semarang.

The employee search process uses several social media applications and job recruitment, such as Jobstreet, Facebook, and WhatsApp business. In addition, they also posted job posters on Instagram @Bogacareer, which contained job requirements in the form of age, height and weight, as well as detailed information regarding placement. After that, the selection and recruitment process are done by conducting offline interviews with job applicants.


Images 1. Instagram Recruitment of PT Boga Initi @bogacareer
Source: Instagram @bogacareer, 2024

In the second event "Eid Mubarak", the assignment was more and less the same, which is to recruit 2 stewards and 2 waitresses. The difference was the target, it was targeted to recruit 500 daily workers. On this event the researcher also handled more areas; North Jakarta, Bekasi, Batam, Surabaya, Manado, Pekanbaru, Makassar, Semarang, and Cikarang. All the recruitment processes used the same methods as before in the first event.

The recruitment process is done by selecting each applicant's Curriculum Vitae (CV), which was sent via WhatsApp and listed on the job vacancy poster. After receiving CVs from applicants, the next stage is to select and sort out applicants who meet the criteria. Selected candidates will then be contacted, and a brief interview via video call will be conducted
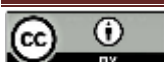
regarding the requirements and willingness to be placed in the intended branch. Suppose the applicant's specifications and criteria match the company's requirements and needs. In that case, the recruiter will contact the applicant again via WhatsApp regarding the acceptance of the application. Applicants will also be asked to send files in the form of full body photos, photos of ID cards, and bank account numbers (preferable Bank Centra Asia [BCA]) to fulfill the making of employment contracts. For the recruitment process for the Jabodetabek area, applicants who have been interviewed and are accepted must carry out the signature process at the Boga Head Office Tangerang Green Lake City office. The HRD team has the task of sending a contract letter to the local supervisor to process the signage with the supervisor.

During the internship activities in the HRD team of Boga Group, problems can be identified during the selection or recruitment process. Problems occur during selection, such as getting target employees in certain areas. Meeting employee targets in the form of additional workers is often tricky in several regions, such as Semarang and Bali. This obstacle occurs because the information disseminated by the HRD team is not fully delivered to the targeted area. It was also found that the salary given was too low for daily workers in the Bali area, where waitress and steward workers were given a salary of IDR100,000/day. This factor can cause job applicants to lose interest in the job vacancy.

Online Recruitment Process

MD and HK, the staff and deputy managers in the HRD, said that the process of recruiting employees through social media is usually done through Instagram. Boga Company has a Content Designer Team in charge of creating job vacancy posters from various retailers in the company. The design will then be posted through stories and also feeds related to job vacancies on the @Bogacareer Instagram account. The following is MD's ranking of the interview results.

"When it comes to using social media, Boga has a Content Designer Team in charge of making posts related to job vacancies. For example, in the Instagram Story, there is Boga Career Flash, while for Instagram Feeds, they usually upload posters related to job vacancies. After the design is complete, the HRD team will upload it on Instagram, usually every day, until the needs related to job vacancies are met."

MD also explained that the most effective way to recruit applicants is seen from the position applied. The higher the position, the more applicants there will be. The use of social media and job-seeking applications also greatly facilitates the recruiting process. The following is the statement that was delivered.

"In my opinion, the effectiveness of attracting applicants depends a lot on the position. For example, positions such as leader or supervisor in restaurants usually attract more attention from job applicants. In addition, using social media such as Instagram and WhatsApp makes the application system easier as it does not require a face-to-face meeting with applicants. The use of job applications such as JobStreet and LinkedIn is also very helpful as it makes it easy to see applicants' specifications and match them with the open positions."

In the interview with the second informant, HK explained that the challenges in the online recruitment process using Instagram are that many applicants register for job vacancies with specifications that do not match the requirements and insufficient work experience but still submit applications, then the difficulty of finding applicants in certain areas. Below is the statement conveyed by HK.

"A common challenge faced by HR teams is the difficulty in filtering candidates. Through Instagram, job vacancy information can be seen by a vast audience, so often, applicants who do not meet the requirements or do not have sufficient experience keep sending their resumes. It requires the HR team to spend more time filtering the incoming candidates. Another difficulty encountered is finding applicants that fit a particular region. The Jakarta area is usually easier to fulfill due to the large number of job applicants."

At the end of the interview, HK also explained that the strategy for reaching target applicants according to the new region was initiated when the researcher was doing an internship, and there was no new strategy, such as the use of Instagram-Ads on feeds and stories uploaded on the @Bogacareer Instagram account. Below is the result of HK's explanation during the interview process.

"So far, the HR team has never used Instagram Ads to reach out to regions that need more applicants. However, paid promotions on job vacancy accounts according to region have been implemented, thanks to an idea you came up with during your internship period. This initiative was implemented in early March and is still being used today when more applicants are needed."

In the interview above, it can be clearly illustrated that there are problems, such as difficulty filtering incoming applicants and a lack of applicants in some retail areas that require additional staff.

Discussions

Based on the data, this study identified some problems and advantages of the e-recruitment process in PT. Boga Inti. First, there are a lot of candidates that do not match the requirements asked by the company. It costs the company material and time, even though the company tries to do the recruitment activity efficiently through the use of social media (specificity Instagram). This problem happened after the company applied social media in e-recruitment process. The use of Instagram or social media in the recruitment process does not necessarily run smoothly, even though social media is a form of digitization (Hutabarat & Sihotang, 2017). Social media only capable to enhance recruitment process in digital way (Pea-Assounga & Sibassaha, 2024). Study by Sarmah et al., (2018) stress the importance of digitalization must be accompanied by a marketing strategy to release the full potential, in this study must be the marketing strategy in terms of recruitment so that job advertisements broadcast digitally can be accepted and implemented following company expectations.

Second, the salary offered by the company is too low for some candidates outside the Jabotabek area (e.g Bali waitress and steward workers were given a salary of IDR100,000/day.), and the offer become less attractive for prospective candidate. The problem is the difficulty of getting target employees in certain areas. This finding is aline with previous study Hoeven & Zoonen (2015); Neagu et al., (2016); Priskila et al., (2021), because the low salary affect the employee well-being in the future. In particular if the salary is not accompanied by other extra benefit such as transport fee or insurances. Based on human capital theory, job applicant try to measuring their ownself based on their value based on their knowledge, education level, skills, abilities, and information from regional salary rate. Company tend to overlook this factor during their recruitment process, and only purses the future profit (Son, 2010; Tudorescu Constatntin; Zaharia George Christinel; Zaharia Ioana, 2010). Understanding and fulfil the needs of employee candidate welfare will help the HR team to obtain suitable workers, and reduce training budget for new employee (Warsono et al., 2017).

Lastly, the recruitment information not is not fully delivered to the targeted area. It means there is an asymmetry information case of the Indonesia labor market, even its already being digitalized through e-recruitment procedures. Theoretically is imposible to ensure every possible candidate is able to receive symmetric information (Sembiring & Trisnawati, 2019), but the information on recruitment can be equally distributed by maximizing the utilization of technology and digitalization. Study of acceptance technology for industries labor recruitment process by Hosain et al., (2020); Husna et al., (2021) state there still some parts of that can't fully accept the system due to lack of infrastructure, owning IoT devices, or personal reasons. In particular, social media is a platform that everyone can't use if they don't own a supported third-party device such as a smartphone, and originally not used to promote job vacancies but as a medium of individual self-expression or communicate with other people (Wang et al., 2020).

Recommendation Strategy

Based on problem mentioned at disccusion section, this study propose several recommendation that can be implemented by HRD team of PT. Boga Inti, as follows.

1. **The use of Instagram-Ads Strategy to target employees in specific regiosns.**

   Applied paid promote system for for Instagram accounts that broadcast job application content. Paid promotion is a promotion carried out by a third party to assist a company in promoting an item or service through a social media platform. Content related to paid promotion is most attractive to millennials, especially fresh graduates who are looking for jobs, which, of course, are in accordance with the abilities and qualifications of the companies offered. Job vacancy accounts on social media tend to be followed by thousands of followers according to the region who monitor the account posts every day to look for job vacancies seriously or accidentally.

   From the implementation of online recruitment, it is known that the process is carried out through Instagram story design, namely Boga Career Flash, and also through poster design on @Bogacareer's Instagram feeds related to job vacancies in accordance with retail that require additional staff. However, in this case, prospective applicants applying for the job applications cannot be controlled regarding the required regional boundaries, so its implementation is deemed less effective and efficient. Thus, the author

and the HRD team have formulated that conducting a paid promotion strategy on job vacancy accounts according to the area of interest can help control prospective applicants according to regional benchmarks.

With these problems, the management evaluates and develops a recruitment strategy so that the implementation will be able to reach the target, especially in fulfilling prospective employees according to the region. Seeing these problems, during the internship, the researcher proposes to the management and HRD to formulate a paid promotion system for Instagram accounts that broadcast job application content. Paid promotion is a promotion carried out by a third party to assist a company in promoting an item or service through a social media platform.

2. **The use of Instagram-Ads Strategy to target employees in specific regions.**

The most effective thing that attracts applicants is the roles needed by the company. For example, there are vacant positions of supervisors or leaders that attract job applicants. Then, the use of the Instagram application and its features such as Instagram-Ads has a level of effectiveness because it provides an easy recruitment system. Instagram-Ads are a paid advertising feature offered by Instagram to support businesses in carrying out their promotional strategies (Rachmatiyah, 2021). By using the advertising feature on Instagram, HRD can set the category of the area they want to target so that they can get applicants according to the area they want to reach based on adjusments.

3. **The Use of Job Vacancy Platforms and Apps**

In shortening the employee screening process, the company PT Boga Inti can increase the use of job vacancy apps and platforms such as the Glints application or the EVA software platform to facilitate the recruitment process. These platforms make it easier for applicants to see specifications and regional boundaries based on company needs so that job applicants can filter the classifications offered by the company according to the conditions of the job applicants. Using a job application also makes it easier for companies to get more professional candidates in the required fields because each applicant is required to fill in personal data and resumes.

CONCLUSIONS

The uses of social media to elevate e-

recruitment workers of PT PT Boga Inti in Tangerang is not always producing an efficient and effecting process. Although the HRD team was organized, the recruitment advertising strategy was still ineffective. The HRD team's need to overcome three main challenge to ensure e-recruitment activity is done flawlessly. The obstacle is as follows: is finding job applicants in restaurant branches that need additional workers as follows: 1) A lot of candidates that is not match with company requirement, 2) Salary offers is too low in some region, 3) Uneven recruitment information distribution. To overcome the problem, these studies develop a few strategies to support the needs of object study, through the uses of paid promotion, Instagram - Ads, and job vacancy websites or social media accounts.
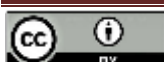
The scope of this study is limited to only one company namely PT. Boga Inti. This study is also incapable of capturing the expectations of worker candidates that we frequently mentioned in the study. This paper suggests that future research could include a perspective of job applicants to align the needs and capability of industrial to support the needs of job sekers as employer candidate.

Acknowledgment

REFERENCES

Ahmetya, A. R., Setyaningrum, I., & Tanaya, O. (2023). Era Baru Ketenegakerjaan: Fleksibilitas Pekerja Digital Pada Era Revolusi Industri 4.0. Sang Pencerah: Jurnal Ilmiah Universitas Muhammadiyah Buton, 9(4), 1001–1015. https://doi.org/10.35326/pencerah.v9i4.4495

Almasri, M. N. (2016). Manajemen Sumber Daya Manusia: Imlementasi Dalam Pendidikan Islam. Kutubkhanah, 19(2), 133–151.

Annur, C. M. (2023). Indonesia Jadi Negara dengan Pengguna Instagram Terbanyak ke-4 di Dunia.Databoks.https://databoks.katadata.co.id/datapublish/2023/11/28/indonesia-

jadi-negara-dengan-pengguna-i nstagram-terbanyak-ke-4-di-dunia

Anwar, S., Resdiana, I., & Wahyuningsih, S. (2024). Konsep Dan Implementasi Teori Asimetri Pada Konteks Penelitian Bidang Akuntansi. Karimah Tauhid, 3(3), 3606 – 3620. https://doi.org/10.30997/karimahtauhid.v3i3.12581

Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook Of Human Resource Management Practice (15th ed.). Kogan Page.

Becker, G. S. (1993). Human Capital: A Theoretical and Empirical Analysis (3rd ed.). The University Of Chicago Press.

Billy Renaldo Potale, Viktor Lengkong, S. (2016). Pengaruh Proses Rekrutmen Dan Seleksi Terhadap kinerja Karyawan Pada Pt Bank Sulutgo. 16(04), 453–464.

Bondarouk, T., & Brewster, C. (2016). Conceptualising The Future of HRM And Technology Research. The International Journal Of Human Resource Management, 27(21), 2652-2671.

Boxall, P., & Purcell, J. (2016). Strategy and Human Resource Management (4th ed.). Palgrave Macmillan.

Carnevale, J. B., & Hatak, I. (2020). Employee Adjustment and Well-Being In The Era Of COVID-19: Implications For Human Resource Management. Journal of Business Research, 116, 183-187

Communication, 8(1), 51. https://doi.org/10.36080/comm.v8i1.651

Darmadi. (2022). Strategi Manajemen Sumber Daya Manusia Dalam Meningkatkan Keunggulan Kompetitif. Vol.10, No. https://doi.org/https://dx.doi.org/10.26418/ejme.v10i02.55150

Dewi, M., Wahyuningsih, S. D., Aisyah, N., Bisri, W. H., & Noviani, D. (2023). Aplikasi Metode Studi Kasus Kelebihan dan Kelemahannya dalam Pembelajaran Fiqih. Pengertian: Jurnal Pendidikan Indonesia (PJPI), 1(1), 113–122.

Erwan, E. S., & Setiawan, E. (2023). Pengaruh Kemudahan Penggunaan Dan Promosi Penjualan Terhadap Keputusan Penggunaan E-wallet Dana Pada Mahasiswa Di Kota Yogyakarta. Jurnal Manajemen Dirgantara, 16(1), 129–140.

Fahmi, M. N. (2019). Endorse Dan Paid Promote Instagram Dalam Perspektif Hukum Islam. An-Nawa: Jurnal Studi Islam, 1(1), 1–27.

Gruel, M., & Tirrel, H. B. T.-R. M. in S. S. (2024). Digital Recruiting. Elsevier. https://doi.org/https://doi.org/10.1016/B978-0-443-13701-3.00066-9

Hoeven, C. L. ter, & Zoonen, W. Van. (2015). Flexible Work Designs And Employee Well-Being: Examining The Effects Of Resources And Demands. New Technology, Work and Employment, 30(3), 237–255. https://doi.org/10.1111/ntwe.12052

Hosain, Md. S., Arefin, A. H. M. M., & Hossin, Md. A. (2020). E-recruitment: A Social Media Perspective. Asian Journal of Economics, Business and Accounting, 51–62. https://doi.org/10.9734/ajeba/2020/v16i430248

Husna, J., Sadiqin, S., Muhaimin, Y., Fitriyana, & Wahdiyah, R. (2021). The Effectiveness of E-Recruitment Method Through Social Media (Case Study at Pt Es Teh Tndonesia Makmur - West Java). E3S Web of Conferences, 317, 05012. https://doi.org/10.1051/e3sconf/202131705012

Hutabarat, I. R., & Sihotang, J. I. (2017). Analisa dan Perancangan Sistem Rekrutmen Online (E-Recruitment) Berbasis Web pada PT Bravo Security Indonesia. TeIKa, 7(2), 25–36. https://doi.org/10.36342/teika.v7i2.827

Hülter, S. M., Ertel, C., & Heidemann, A. (2024). Exploring The Individual Adoption of Human Resource Analytics: Behavioural Beliefs And The Role Of Machine Learning Characteristics. Technological Forecasting and Social Change, 208, 123709. https://doi.org/https://doi.org/10.1016/j.techfore.2024.123709

Indrayani, H., & Mahyarni. (2019). Manajemen SDM.pdf (p. 192). http://repository.ubharajaya.ac.id/id/eprint/9344%0A

International Journal of Educational Research, 117, 102121. https://doi.org/https://doi.org/10.1016/j.ijer.2022.102121

Jailani, M. S. (2023). Teknik Pengumpulan Data Dan Instrumen Penelitian Ilmiah Pendidikan Pada Pendekatan Kualitatif Dan Kuantitatif. IHSAN: Jurnal Pendidikan Islam, 1(2), 1–9.
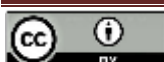
Kavanagh, M. J., Thite, M., & Johnson, R. D. (2012). Human Resource Information Systems: Basics, Applications, And Future Directions. Sage Publications.

Liedfray, T., Waani, F. J., & Lasut, J. J. (2022). Peran Media Sosial Dalam Mempererat Interaksi Antar Keluarga Di Desa Esandom Kecamatan Tombatu Timur Kabupaten Tombatu Timur Kabupaten Minasa Tenggara. Jurnal Ilmiah Society, 2(1), 2.

MacKenzie, A., & Chiang, T.-H. (2023). The Human Development And Capability Approach: A Counter Theory To Human Capital Discourse In Promoting Low SES Students' Agency In Education.

Marler, J. H., & Fisher, S. L. (2013). An Evidence-Based Review Of E-HRM And Strategic Human Resource Management. Human Resource Management Review, 23(1), 18-36.

Moleong, L. (2014). Metodologi Penelitian Kualitatif (33rd ed.). PT Remaja Rosdakarya.

Mulyati, A. (2018). Rekrutmen dan Seleksi Pegawai. El-Idarah: Jurnal Manajemen Pendidikan Islam, 2(2).

Neagu, O., Macarie, S., Toedoru, M., & Macarie, S. (2016). Human Capital Quality and Development: An Employers and Employees Comparative Insight. Studia Universitastis Economics Series, 26(3), 62–73.

Oktaviana, R., & Nadila, N. (2023). Efisiensi Rekrutmen Karyawan Melalui Media Online Di PT. Indolima Perkasa Palembang. Community Development Journal: Jurnal Pengabdian Masyarakat, 4(4), 7794–7797.

IPea-Assounga, J. B. B., & Bindel Sibassaha, J. L. (2024). Impact Of Technological Change, Employee Competency, And Law Compliance On Digital Human Resource Practices: Evidence From Congo Telecom. Sustainable Futures, 7, 100195. https://doi.org/https://doi.org/10.1016/j.sftr.2024.100195

Pea-Assounga, J. B. B., & Bindel Sibassaha, J. L. (2024). Impact Of Technological Change, Employee Competency, And Law Compliance On Digital Human Resource Practices: Evidence from congo telecom. Sustainable Futures, 7, 100195. https://doi.org/https://doi.org/10.1016/j.sftr.2024.100195

Prihatiningsih, W. (2017). Motif Penggunaan Media Sosial Instagram Di Kalangan Remaja.

Priskila, E., Tecoalu, M., Saparso, & Tj, H. W. (2021). The Role of Employee Engagement in Mediating Perceived Organizational Support for Millennial Employee Organizational Citizenship Behavior. Journal of Sosial Science, 2(3), 258–265. https://doi.org/10.46799/jsss.v2i3.129

Purnama, B.E. (2024). Instagram Jadi Media Sosial Terpopuler di Kalangan Gen Z. Diakses pada 17/10/2024 20.08 WIB (UTC+7), melalui https://mediaindonesia.com/teknologi/662211/instagram-jadi-media-sosial-terpopuler-di-kalanga n-gen-z

Putri, A. S. (2022). Analisis Indikasi Asimetri Informasi Yang Terjadi Pada Saham Saham Sektor Perbankan Di Pasar Modal Indonesia. Vol. 10 No. 2.

Rachmatiyah, N. (2021). Pengaruh Instagram Ads (Advertising), Endorsement, dan Electronic Word of Mouth (E-WOM) terhadap Minat Beli Konsumen Pada UMKM Acigo. Jurnal Ilmiah Mahasiswa FEB, 9(2).

Sarmah, B., Kamboj, S., & Kandampully, J. (2018). Social Media And Co-Creative Service Innovation: An Empirical Study. Online Information Review, 42(7), 1146–1179. https://doi.org/10.1108/OIR-03-2017-0079

Scott, W. R. (2012). Financial Accounting Theory. Edition 6th. Pearson Prentice Hall.

Sembiring, S., & Trisnawati, I. (2019). Faktor–Faktor Yang Mempengaruhi Nilai Perusahaan. Jurnal Bisnis Dan Akuntansi, 21(1a-2), 173–184.

Son, H. H. (2010). Human Capital Development. Asian Development Review, 27(2), 29–57.

Strohmeier, S. (2007). Research in e-HRM: Review and implications. Human Resource Management Review, 17(1), 19-37.

Sugiyono. (2020). Metode Penelitian Kuantitatif, Kualitatif, dan R&D (Sutopo, Ed.; 2nd ed.). Alfabeta.

Susan, E. (2019). Manajemen Sumber Daya Manusia Eri Susan 1. Jurnal Manajemen Pendidikan, 9(2), 952–962.

Tudorescu Constatntin; Zaharia George
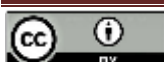
Christinel; Zaharia Ioana, N. Z. (2010). Human Capital Accumulation and Long-Run Economic Growth. Economics, Management, and Financial Markets, 5, 250–255.

Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? Human Resource Management Review, 25(2), 188-204.

Vika. (2023). 10 Langkah Rekrutmen Dan Seleksi Yang Efektif. Hrpods. https://hrpods.co.id/recruitment-and-selection/10-strategi-rekrutmen-dan-seleksi-220627

Wang, Y., Hong, A., Li, X., & Gao, J. (2020). Marketing Innovations During A Global Crisis: A Study Of China Firms' Response To COVID-19. Journal of Business Research, 116(May), 214–220. https://doi.org/10.1016/j.jbusres.2020.05.029

Warsono, M. P., Kohar, A., Achmad Mulyana, S. E., Rizaldi, M. M. D., Kom, S., Tafsiruddin, M., & Kom, M. (2017). Majalah Manajemen & Bisnis Sekolah Tinggi Ilmu Ekonomi (STIE) Ganesha-Jakarta.