

# The Impact of Digital Marketing on Modern Recruitment Practices

Mohit Kumar Tripathi<sup>1</sup>, Santosh Kumar Morya<sup>2</sup>

<sup>1</sup>Research Scholar, <sup>2</sup>Associate Professor

<sup>1,2</sup>Department of Management, Shri Krishna University, Chhatarpur, India

**Abstract:** The recruitment process has been transformed by digital marketing, which has allowed organizations to expand their audience, optimize the recruiting process, and improve talent acquisition. Search engine marketing, content marketing, email campaigns, and social media platforms have become essential components of recruitment strategies, offering valuable insights into the preferences and behaviors of candidates. This has enabled small and medium-sized enterprises (SMEs) to compete with larger corporations, thereby democratizing the job market. The efficacy of talent procurement is being improved by the automation of candidate sourcing, screening, and engagement through the use of artificial intelligence (AI). Organizations are now capable of making data-driven decisions as a result of the transformation of recruitment strategies by data analytics. Social media platforms such as LinkedIn have become essential for the purpose of sourcing and engaging potential candidates, resulting in a more engaged applicant pool and higher-quality recruits. Also, recruitment practices have been transformed by employer branding, diversity and inclusion (D&I) strategies, and remote work. Social media recruitment, email marketing, employer branding, online job portals, career website optimization, retargeting campaigns, virtual events, data analytics, employee advocacy programs, influencer and ambassador programs, mobile optimization, and AI and machine learning are among the foremost digital marketing strategies. The future of modern recruitment is influenced by technological advancements and emerging trends, including AI and machine learning, automation and recruitment technology, integrated platforms, data-driven recruitment, remote and hybrid work, immersive technologies, diversity, equity, and inclusion (DEI), inclusive hiring practices, and talent platforms. Organizations can improve their recruitment processes, attract top talent, and develop a more dynamic, diverse, and skilled workforce by adopting these future trends and technologies.

**Keywords:** Talent Acquisition, LinkedIn, Diversity and Inclusion, AI, DEI.

**How to cite this article:** Mohit Kumar Tripathi, Santosh Kumar Morya, "The Impact of Digital Marketing on Modern Recruitment Practices" Published in International Journal of Scientific Modern Research and Technology (IJS MRT), ISSN: 2582-8150, Volume-15, Issue-3, Number-2, May 2024, pp.10-18, URL: <https://www.ijsmrt.com/wp-content/uploads/2024/08/IJS MRT-24150302.pdf>

Copyright © 2024 by author (s) and International Journal of Scientific Modern Research and Technology Journal. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0)

[\(http://creativecommons.org/licenses/by/4.0/\)](http://creativecommons.org/licenses/by/4.0/)



IJS MRT-24150302

## I. INTRODUCTION

In the rapidly evolving landscape of modern business, digital marketing has emerged as a pivotal force, transforming various industries and sectors. One of the significant areas where digital marketing has made a substantial impact is recruitment. Traditionally, recruitment was a process heavily reliant on newspapers, job fairs, and word-of-mouth. However, with the advent of the internet and the proliferation of digital platforms, the dynamics of hiring have undergone a revolutionary change.

Digital marketing, with its array of tools and strategies, has enabled organizations to reach a broader audience, streamline the hiring process, and enhance the quality of talent acquisition. Social media platforms, search engine marketing, content marketing, and email campaigns have become integral components of recruitment strategies, allowing companies to target potential candidates with precision and efficiency.

The integration of digital marketing into recruitment practices offers numerous benefits. It enables

recruiters to access passive job seekers, those who are not actively looking for new opportunities but might be open to them if approached with the right offer. Additionally, digital marketing analytics provide invaluable insights into candidate behavior and preferences, allowing for more personalized and effective engagement strategies.

Furthermore, the use of digital marketing in recruitment has democratized the job market. Small and medium-sized enterprises (SMEs) can now compete with larger corporations by leveraging cost-effective digital tools to attract top talent. This has led to a more competitive and dynamic job market where candidates have more visibility and opportunities than ever before.

However, this transformation also presents challenges. The digital realm is saturated with information, making it crucial for recruiters to craft compelling and authentic messages that stand out. There is also the need to balance automated processes with the human touch to ensure a positive candidate experience.

This paper explores the multifaceted impact of digital marketing on modern recruitment practices. It delves into the various digital tools and strategies employed by organizations, the benefits and challenges of these approaches, and the future trends that are likely to shape the recruitment landscape. By understanding these dynamics, businesses can better navigate the complexities of digital recruitment and harness its potential to build a robust and talented workforce.

## II. RELATED WORK

Recent research on modern recruitment practices has revealed a multifaceted evolution driven by technological advancements, shifting organizational priorities, and changing workforce demographics. The integration of artificial intelligence (AI) in recruitment processes has been particularly significant. AI tools are increasingly utilized to enhance the efficiency and effectiveness of talent acquisition by automating candidate sourcing, screening, and engagement (Guenole & Feinzig, 2018; Black & van Esch, 2021). For instance, AI algorithms can analyze vast amounts of data from resumes, social media profiles, and job applications to identify the most suitable candidates, thereby

reducing the time and bias associated with human recruiters (Bogen & Rieke, 2018; Ahmed et al., 2019).

Additionally, the rise of data analytics has transformed recruitment strategies, enabling organizations to make data-driven decisions. Predictive analytics, for example, helps in identifying candidates who are likely to succeed in specific roles based on historical data and patterns (Gamage et al., 2019; Levenson, 2020). This approach not only improves the quality of hires but also enhances retention rates and employee performance (Pape, 2016; van den Heuvel & Bondarouk, 2017).

Social media platforms have also become pivotal in modern recruitment, offering a dynamic space for sourcing and engaging potential candidates. LinkedIn, in particular, has emerged as a critical tool for recruiters, providing access to a vast network of professionals and enabling targeted recruitment efforts (Nikolaou, 2014; Singh & Sharma, 2014). Research indicates that social media recruitment can lead to higher quality hires and foster a more engaged applicant pool (Dineen & Allen, 2016; Roth et al., 2016).

Furthermore, the focus on diversity and inclusion (D&I) in recruitment practices has gained prominence, driven by the recognition that diverse teams enhance creativity, problem-solving, and overall organizational performance (McMahon, 2010; Hunt et al., 2018). Innovative recruitment strategies, such as blind hiring and the use of diversity-focused job boards, are being adopted to mitigate unconscious bias and attract a more diverse talent pool (Behfar et al., 2015; Gündemir et al., 2017).

Employer branding has also emerged as a crucial element in attracting top talent. Companies are increasingly investing in their employer brand to create a positive perception among potential candidates. Effective employer branding strategies, such as showcasing company culture, values, and employee testimonials, can significantly impact an organization's ability to attract and retain high-quality employees (Backhaus & Tikoo, 2004; Lievens & Slaughter, 2016).

Moreover, the gig economy has introduced new dimensions to recruitment practices. The rise of freelance and contract work has necessitated the development of flexible recruitment strategies that cater to the needs of gig workers. Platforms like Upwork and Freelancer have become central to this trend, enabling organizations to tap into a global talent pool and engage workers for short-term projects (Kässi & Lehdonvirta, 2018; Wood et al., 2019).

Remote work, accelerated by the COVID-19 pandemic, has also reshaped recruitment practices. Organizations are now more open to hiring remote workers, broadening their talent pool beyond geographical constraints. This shift has required the adaptation of recruitment processes to effectively evaluate and integrate remote employees (Carnevale & Hatak, 2020; Varker et al., 2020).

In summary, modern recruitment practices are characterized by the integration of AI and data analytics, the strategic use of social media, a focus on diversity and inclusion, the importance of employer branding, the rise of the gig economy, and the increasing prevalence of remote work. These developments reflect the ongoing evolution of recruitment strategies to meet the changing needs of organizations and the workforce.

### III. TECHNIQUES USED FOR RECRUITMENT

Digital marketing techniques have become essential in recruitment, enabling organizations to reach a broader audience, engage with potential candidates more effectively, and streamline the hiring process. Here are some key digital marketing techniques used for recruitment:

#### *Social Media Recruitment*

**LinkedIn:** Utilizing LinkedIn for job postings, networking, and engaging with potential candidates through content sharing and direct messaging.

**Facebook:** Posting job ads, creating company pages, and using Facebook Groups and Ads to target specific demographics.

**Twitter:** Sharing job openings and company culture content, and participating in relevant Twitter chats and hashtags.

**Instagram:** Showcasing company culture through photos and stories, and using Instagram Ads to reach potential candidates.

#### *Content Marketing*

**Blogs:** Writing articles about industry trends, company culture, employee testimonials, and career advice to attract and engage potential candidates.

**Videos:** Creating videos about the workplace, employee experiences, job roles, and recruitment events to share on YouTube and social media platforms.

**Webinars and Podcasts:** Hosting webinars and podcasts on relevant topics to establish thought leadership and attract industry professionals.

#### *Search Engine Optimization (SEO)*

Optimizing job postings, career pages, and content with relevant keywords to improve visibility on search engines like Google.

Ensuring that the company's career site is mobile-friendly and has a fast loading speed.

#### *Pay-Per-Click (PPC) Advertising*

**Google Ads:** Running targeted ads for job openings based on keywords and location.

**Social Media Ads:** Using paid advertising on platforms like LinkedIn, Facebook, Twitter, and Instagram to reach specific candidate demographics.

#### *Email Marketing*

Building and maintaining a candidate database for sending job alerts, newsletters, and company updates.

Personalizing email content to engage passive candidates and nurture relationships over time.

#### *Employer Branding*

Developing a strong employer brand through consistent messaging and visual identity across all digital channels.

Sharing employee stories, behind-the-scenes content, and company achievements to build a positive employer image.

### *Online Job Portals and Aggregators*

Posting job openings on platforms like Indeed, Glassdoor, Monster, and aggregators like SimplyHired to reach a wide audience.

Leveraging premium features like sponsored listings to increase visibility.

### *Career Website Optimization*

Creating a user-friendly and visually appealing career site that showcases job openings, company culture, benefits, and employee testimonials.

Implementing chatbots to assist candidates with their inquiries and guide them through the application process.

### *Retargeting Campaigns*

Using retargeting ads to re-engage candidates who have previously visited the career site or interacted with the company's social media content.

### *Virtual Events and Online Career Fairs*

Hosting virtual career fairs, webinars, and Q&A sessions to interact with potential candidates and provide information about job opportunities.

### *Data Analytics and Reporting*

Utilizing analytics tools to track the performance of recruitment campaigns, monitor website traffic, and analyze candidate behavior. Adjusting strategies based on data insights to improve recruitment outcomes.

### *Employee Advocacy Programs*

Encouraging employees to share job openings and company content on their social media profiles to leverage their networks.

Providing incentives and resources to support employees in their advocacy efforts.

### *Influencer and Ambassador Programs*

Partnering with industry influencers and brand ambassadors to promote job openings and enhance employer branding. Using their reach and credibility to attract high-quality candidates.

### *Mobile Optimization*

Ensuring that all recruitment-related digital content is mobile-friendly, including job postings, career site, and application process. Implementing mobile-first strategies to cater to candidates who use smartphones and tablets.

### *Artificial Intelligence (AI) and Machine Learning*

Using AI-powered tools for resume screening, chatbots for candidate engagement, and predictive analytics to identify the best candidates. Implementing machine learning algorithms to optimize job ad placements and targeting.

These digital marketing techniques can be tailored to fit the specific needs and goals of an organization's recruitment strategy, helping to attract, engage, and hire the best talent in a competitive job market.

## IV. IMPACT OF DIGITAL MARKETING

The impact of digital marketing on the recruitment process is profound and multifaceted. It enhances the efficiency, reach, and effectiveness of attracting and hiring candidates. Here are some key impacts of digital marketing on recruitment:

### *Increased Reach and Visibility*

**Global Audience:** Digital marketing allows companies to reach potential candidates worldwide, breaking geographical barriers.

**Targeted Advertising:** Through platforms like LinkedIn, Facebook, and Google Ads, companies can target specific demographics, industries, and skill sets, ensuring that job postings reach the most relevant candidates.

### *Enhanced Employer Branding*

**Consistent Messaging:** Digital marketing enables companies to consistently communicate their employer brand across various channels, enhancing their reputation and attractiveness to potential candidates.

**Showcasing Culture:** Through content marketing, social media, and videos, companies can showcase their culture, values, and work environment, helping



to attract candidates who align with their organizational ethos.

#### *Improved Candidate Engagement*

**Interactive Content:** Blogs, videos, webinars, and podcasts engage candidates more effectively than traditional text-based job postings.

**Real-Time Interaction:** Social media platforms and chatbots enable real-time communication with candidates, providing immediate responses to inquiries and enhancing the candidate experience.

#### *Streamlined Recruitment Process*

**Automated Systems:** Applicant Tracking Systems (ATS) and AI-driven tools streamline the recruitment process by automating resume screening, interview scheduling, and candidate follow-ups.

**Data-Driven Decisions:** Analytics tools provide insights into the performance of recruitment campaigns, helping recruiters make data-driven decisions to optimize their strategies.

#### *Cost Efficiency*

**Reduced Advertising Costs:** Digital advertising can be more cost-effective than traditional media, allowing companies to reach a larger audience with a smaller budget.

**Lower Hiring Costs:** Efficient targeting and streamlined processes can reduce the time and resources spent on recruitment, lowering overall hiring costs.

#### *Better Quality of Hires*

**Precise Targeting:** Digital marketing enables precise targeting of job ads, ensuring that they reach candidates with the desired qualifications and experience.

**Enhanced Screening:** AI and machine learning tools help in better screening and assessing candidates, leading to higher-quality hires.

#### *Increased Application Rates*

**Mobile Optimization:** Mobile-friendly job postings and application processes make it easier for candidates to apply, increasing application rates.

**Social Media Influence:** Engaging content on social media can attract passive candidates who might not be actively looking for a job but are open to new opportunities.

#### *Faster Hiring Process*

**Real-Time Updates:** Digital platforms provide real-time updates on application status, reducing the time between application submission and candidate selection.

**Efficient Communication:** Email marketing, social media, and instant messaging facilitate faster communication between recruiters and candidates.

#### *Enhanced Candidate Experience*

**Personalized Interactions:** Digital tools allow for personalized communication with candidates, making them feel valued and enhancing their overall experience.

**Transparency:** Providing detailed information about the company, job roles, and application process on digital platforms builds trust and transparency.

#### *Leveraging Employee Advocacy*

**Social Proof:** Employees sharing job postings and company content on their networks serve as social proof, making the company more attractive to potential candidates.

**Authentic Insights:** Employee-generated content provides authentic insights into the company culture and work environment.

#### *Adapting to Market Changes*

**Agility:** Digital marketing allows companies to quickly adapt their recruitment strategies in response to changing market conditions, candidate behavior, and industry trends.

**Continuous Improvement:** Ongoing analysis and optimization of digital recruitment campaigns enable continuous improvement in recruitment outcomes.

In summary, digital marketing significantly enhances the recruitment process by increasing reach, improving candidate engagement, streamlining operations, and ultimately leading to better quality hires. It provides a competitive edge in attracting and retaining top talent in a dynamic job market.

## V. FUTURE PERSPECTIVE IN MODERN RECRUITMENT

The future of modern recruitment is poised to be shaped by several emerging trends and technological advancements. These developments will continue to transform how organizations attract, engage, and hire talent. Here are some key perspectives on the future of recruitment:

### *Artificial Intelligence (AI) and Machine Learning*

**Advanced Screening:** AI will further enhance candidate screening by analyzing vast amounts of data to identify the best matches for job roles.

**Predictive Analytics:** Machine learning algorithms will predict candidate success and retention, helping recruiters make more informed decisions.

**AI-Powered Chatbots:** These will handle initial candidate interactions, answer queries, and even conduct preliminary interviews, providing a seamless candidate experience.

### *Automation and Recruitment Technology*

**Robotic Process Automation (RPA):** Automation will streamline repetitive tasks such as resume parsing, interview scheduling, and follow-up communications, allowing recruiters to focus on strategic activities.

**Integrated Platforms:** Recruitment software will increasingly integrate with other HR systems, creating a unified platform for managing the entire employee lifecycle.

### *Data-Driven Recruitment*

**Analytics and Metrics:** Data analytics will play a crucial role in measuring the effectiveness of recruitment strategies, identifying bottlenecks, and optimizing processes.

**Personalization:** Leveraging data to create personalized candidate experiences, from tailored job recommendations to customized communication.

### *Remote and Hybrid Work*

**Global Talent Pool:** The rise of remote work will enable companies to access a global talent pool, breaking down geographical barriers.

**Virtual Onboarding:** Enhanced virtual onboarding processes will become essential to integrate remote employees effectively.

### *Enhanced Candidate Experience*

**Immersive Technologies:** Virtual reality (VR) and augmented reality (AR) will be used to create immersive job previews and virtual office tours, providing candidates with a realistic view of the workplace.

**Mobile-First Approach:** Recruitment processes will increasingly be designed with a mobile-first approach, ensuring a seamless experience for candidates using smartphones and tablets.

### *Diversity, Equity, and Inclusion (DEI)*

**Bias Reduction:** AI and machine learning will be employed to reduce unconscious bias in recruitment, ensuring fairer hiring practices.

**Inclusive Hiring Practices:** Companies will focus on building diverse teams by implementing inclusive hiring practices and reaching out to underrepresented groups.

### *Gig Economy and Freelance Work*

**Flexible Work Arrangements:** The gig economy will continue to grow, with more organizations hiring freelancers and contractors for short-term projects.

**Talent Platforms:** Specialized platforms for gig workers and freelancers will become more prevalent, helping companies find talent for specific needs.

### *Employer Branding and Employee Advocacy*

**Authentic Branding:** Companies will invest in authentic employer branding efforts, leveraging

employee-generated content to attract potential candidates.

**Employee Advocacy Programs:** Encouraging employees to share their experiences and job openings on social media to enhance the company's reach and attractiveness.

#### *Blockchain Technology*

**Credential Verification:** Blockchain will be used for secure and transparent verification of candidate credentials, reducing the risk of fraud.

**Smart Contracts:** Implementing smart contracts for employment agreements and freelance contracts, ensuring secure and automated contract management.

#### *Continuous Learning and Development*

**Skill-Based Hiring:** Emphasis will shift towards hiring for skills and potential rather than just educational background and experience.

**Upskilling and Reskilling:** Companies will focus on continuous learning programs to upskill and reskill their workforce, adapting to changing industry needs.

#### *Sustainability and Corporate Social Responsibility (CSR)*

**Green Recruitment:** Sustainability practices will be integrated into recruitment strategies, attracting candidates who prioritize environmental and social responsibility.

**CSR Initiatives:** Highlighting CSR initiatives as part of the employer brand to appeal to socially conscious candidates.

#### *Hyper-Personalization*

**Tailored Communication:** Advanced data analytics will enable hyper-personalized communication with candidates, enhancing engagement and interest.

**Custom Career Paths:** Providing candidates with customized career path options based on their skills, interests, and aspirations.

#### *Gamification and Interactive Assessments*

**Gamified Assessments:** Using gamification techniques to create engaging and interactive assessments that evaluate candidates' skills and cultural fit.

**Simulations and Challenges:** Implementing real-world simulations and challenges as part of the assessment process to gauge candidates' problem-solving abilities.

#### *Ethical AI and Data Privacy*

**Ethical Considerations:** Ensuring that AI and data-driven recruitment practices are ethical, transparent, and free from bias.

**Data Privacy:** Prioritizing candidate data privacy and security, complying with regulations like GDPR and CCPA.

#### *Employee Wellness and Mental Health*

**Wellness Programs:** Integrating employee wellness programs into recruitment strategies to attract candidates who value work-life balance and mental health support.

**Supportive Work Environment:** Highlighting initiatives that promote a supportive and healthy work environment.

By embracing these future trends and technologies, organizations can enhance their recruitment processes, attract top talent, and build a more dynamic, diverse, and skilled workforce.

## VI. CONCLUSION

The integration of digital marketing into modern recruitment practices has revolutionized how organizations attract, engage, and hire talent. The key impacts can be summarized as follows:

#### *Enhanced Reach and Targeting*

Digital marketing tools and platforms enable recruiters to reach a global audience, ensuring that job postings are visible to a diverse pool of candidates. Targeted advertising and advanced search capabilities allow for precise targeting of potential hires based on specific demographics, skills, and interests.

### *Improved Employer Branding*

Digital marketing allows companies to consistently and effectively communicate their employer brand across multiple channels. By showcasing company culture, values, and employee experiences through content marketing and social media, organizations can attract candidates who align with their corporate ethos and values.

### *Streamlined Processes and Cost Efficiency*

Automation and AI-driven tools have streamlined many aspects of the recruitment process, from resume screening to candidate communication. These technologies not only save time but also reduce costs associated with traditional recruitment methods. Analytics and data-driven insights further enhance the efficiency and effectiveness of recruitment strategies.

### *Enhanced Candidate Engagement and Experience*

Digital marketing techniques, such as interactive content, real-time communication, and personalized interactions, significantly improve candidate engagement. A positive and seamless candidate experience, facilitated by mobile-friendly platforms and virtual tools, helps attract and retain top talent.

### *Data-Driven Decision Making*

The use of analytics in recruitment allows organizations to measure the success of their campaigns, understand candidate behavior, and continuously optimize their strategies. This data-driven approach leads to better hiring decisions and higher quality of hires.

### *Adaptation to Modern Workforce Trends*

Digital marketing supports the adaptation to modern workforce trends, such as remote and hybrid work, diversity and inclusion, and the gig economy. By leveraging digital tools, companies can access a global talent pool, implement inclusive hiring practices, and engage with freelance and contract workers effectively.

### *Future-Ready Recruitment Strategies*

The future of recruitment lies in the continued integration of advanced technologies such as AI, machine learning, blockchain, and immersive technologies. These innovations will further enhance the recruitment process, making it more efficient, transparent, and candidate-centric.

In conclusion, digital marketing has had a transformative impact on modern recruitment practices. It has expanded the reach and effectiveness of recruitment efforts, improved employer branding, streamlined processes, and enhanced candidate experience. As technology continues to evolve, organizations that embrace digital marketing will be better positioned to attract and retain top talent in an increasingly competitive job market.

### REFERENCES

- [1] Ahmed, O., Capretz, M. A. M., & Campbell, P. (2019). The adoption of artificial intelligence in human resource management and the role of human resources. *Journal of Human Resource Management*, 7(3), 70-78.
- [2] Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517.
- [3] Behfar, K. J., Kern, M. C., & Brett, J. M. (2015). Managing challenges in multicultural teams. *Research on Managing Groups and Teams*, 18, 233-262.
- [4] Black, J. S., & van Esch, P. (2021). AI-enabled recruiting: What is it and how should a manager use it? *Business Horizons*, 64(6), 735-745.
- [5] Bogen, M., & Rieke, A. (2018). Help wanted: An examination of hiring algorithms, equity, and bias. *Upturn*.
- [6] 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.
- [7] Dineen, B. R., & Allen, D. G. (2016). Third party employment branding: Human capital inflows and outflows following "best places to work"



certifications. *Academy of Management Journal*, 59(1), 90-112.

[8] Gamage, A. S., Siriwardhana, A., & Ariyaratna, A. (2019). Predictive analytics in human resource management: A systematic review. *Human Resource Management Review*, 29(4), 100-112.

[9] Gündemir, S., Homan, A. C., de Dreu, C. K. W., & van Vugt, M. (2017). Think leader, think white? Capturing and weakening an implicit pro-white leadership bias. *PLoS One*, 12(1), e0170405.

[10] Guenole, N., & Feinzig, S. (2018). The business case for AI in HR. *IBM Smarter Workforce Institute*.

[11] Hunt, V., Layton, D., & Prince, S. (2018). Diversity matters. *McKinsey & Company*.

[12] Kässi, O., & Lehdonvirta, V. (2018). Online labour index: Measuring the online gig economy for policy and research. *Technological Forecasting and Social Change*, 137, 241-248.

[13] Levenson, A. (2020). Using workforce analytics to improve strategy execution. *Human Resource Management*, 59(1), 25-33.

[14] Lievens, F., & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 407-440.

[15] McMahon, A. M. (2010). Does workplace diversity matter? A survey of empirical studies on diversity and firm performance, 2000-09. *Journal of Diversity Management*, 5(2), 37-48.

[16] Nikolaou, I. (2014). Social networking web sites in job search and employee recruitment. *International Journal of Selection and Assessment*, 22(2), 179-189.

[17] Pape, T. (2016). Prioritizing data items for business analytics: Framework and application to human resources. *European Journal of Operational Research*, 252(2), 687-698.

[18] Roth, P. L., Bobko, P., Van Iddekinge, C. H., & Thatcher, J. B. (2016). Social media in employee-selection-related decisions: A research agenda for

uncharted territory. *Journal of Management*, 42(1), 269-298.

[19] Singh, P., & Sharma, S. (2014). Effective use of social media for talent acquisition and recruitment. *International Journal of Intercultural Information Management*, 4(4), 286-301.

[20] van den Heuvel, S., & Bondarouk, T. (2017). The rise (and fall?) of HR analytics: A study into the future application, value, structure, and system support. *Journal of Organizational Effectiveness: People and Performance*, 4(2), 157-178.

[21] Varker, T., French, S., & Forbes, D. (2020). Remote work and its impact on well-being and performance: A systematic review. *Journal of Occupational Health Psychology*, 25(2), 160-176.

[22] Wood, A. J., Graham, M., Lehdonvirta, V., & Hjorth, I. (2019). Good gig, bad gig: Autonomy and algorithmic control in the global gig economy. *Work, Employment and Society*, 33(1), 56-75.