

THE ROLE OF UTILIZING LinkedIn DIGITAL PLATFORM AND RECRUITMENT STRATEGIES ON RECRUITMENT PROCESS EFFICIENCY, MODERATED BY FIRM SIZE VARIABLES

Valentino¹, I Gede Adiputra^{2*}

^{1,2}Faculty of Economics and Business of Tarumanagara University, Jakarta, Indonesia

*Corresponding Author: I Gede Adiputra

ABSTRACT: With the advent of digital platforms such as LinkedIn, companies have transformed their approach to seeking, discovering, and recruiting potential candidates. This digital platform proves to be efficient in supporting HRD performance during the recruitment process. The aim of this study is to analyze the role of utilizing the LinkedIn digital platform in the efficiency of workforce recruitment processes, the impact of recruitment strategies on the efficiency of workforce recruitment processes, the moderation effect of firm size variables on the role of using the LinkedIn digital platform in the efficiency of workforce recruitment processes, and the moderation effect of firm size variables on the impact of recruitment strategies on the efficiency of workforce recruitment processes. The study results indicate that the use of the LinkedIn digital platform significantly influences the efficiency of workforce recruitment processes. Recruitment strategies play a significant role in the efficiency of workforce recruitment processes. Firm size moderates the role of using the LinkedIn digital platform in the efficiency of workforce recruitment processes, and firm size moderates the impact of recruitment strategies on the efficiency of workforce recruitment processes.

Keywords: platform digital linkedin, dan strategi rekrutmen, efisiensi rekrutmen, ukuran Perusahaan

I. INTRODUCTION

In the current digital era, several changes have occurred compared to the Pre-industry 4.0 or pre-digitalization era. These changes are complex due to technological advancements by multiple individuals, resulting in a complex development concept that facilitates individual activities [1]. The digital application LinkedIn has played a significant role, providing a platform for job seekers and aiding HRD in the employee recruitment process. The technological presence, exemplified by remarkable developments such as LinkedIn [2], has significantly impacted human life. Previously, recruitment processes were conventional, involving job postings in newspapers, notice boards, or the use of marketing agents. The advent of digital platforms like LinkedIn has transformed how companies search, discover, and recruit potential candidates. This transformation raises questions about the efficiency of digital platforms in supporting HRD performance in recruitment. Additionally, it prompts inquiries about how candidate profiles displayed on LinkedIn can influence a company's perception. Hence, research on the role of the LinkedIn digital platform becomes crucial. This research not only provides insights into the transformation of the recruitment process but also offers opportunities for companies to join the current era of digitalization. Failure to adapt to the modern era may hinder a company's performance and growth. Recruitment strategies need attention to ensure efficient recruitment processes. Without well-thought-out and effective strategies, recruitment activities may not proceed smoothly. With a recruitment strategy, recruiters can filter candidates to find those with potential and suitability for the required positions.

Further exploration is needed regarding the understanding of how the use of digital platforms like LinkedIn and recruitment strategies influence recruitment process efficiency, especially when faced with moderating variables such as firm size. Therefore, this research aims to determine the role of using the LinkedIn digital platform and recruitment strategies in enhancing workforce recruitment efficiency, considering the moderating effect of firm size variables on these relationships. Large-sized companies pose competition for small-sized companies, as their indirect advantages, including larger budgets, enable faster innovation and rapid development. A better understanding of how LinkedIn and recruitment strategies affect recruitment efficiency allows companies to optimize their efforts in finding, recruiting, and hiring suitable candidates, ultimately enhancing a company's competitiveness and success in the current market conditions.

II LITERATURE REVIEW

Digital platforms play a crucial role in the recruitment process, as with the passage of time, technology evolves rapidly and significantly influences every individual's activity. A common challenge is the reluctance to adapt to existing modernizations, causing some companies to lag far behind their competitors. In the context of recruitment, many companies have successfully implemented digital platforms into their management systems. Failure to implement digital platforms effectively can hinder a company's competitiveness. In this study, the Grand Theory utilized is Abraham Maslow's Hierarchy of Needs. According to Maslow [3], human behavior is greatly influenced by motivation, guiding behavior towards goals. Maslow emphasizes motivation to direct human behavior to achieve specific needs. Relating to the research title on the efficiency of the recruitment process, recruiters also have a need to visualize and be motivated to fulfill their responsibilities. In other words, recruiters need to understand their own needs, starting from self-development, expanding knowledge, and planning for more efficient recruitment processes. The advent of the LinkedIn digital platform, designed for individuals seeking employment or recruiting candidates, reflects an effort to adapt to modernization. The use of digital platforms in the current era [1] facilitates individual activities, particularly in terms of efficient recruitment processes when applied correctly. Now, what about recruitment strategies? Despite digital platform support, recruiters must still have sound and effective strategies for recruitment to select potential candidates aligned with company criteria and positions. Recruitment strategies discussed are divided into two aspects: internal recruitment, which occurs within the organization, such as employee promotions and transfers between divisions, and external recruitment strategies, conducted outside the organization, often involving digital platforms where recruiters post jobs to attract candidates for their company's workforce.

Role of Digital Platform

The digital era is increasingly dominating the world, aiding individuals in their daily activities. This discussion focuses on the role of digital platforms in influencing the efficiency of the recruitment process. Digital platforms serve as a social interaction bridge for individuals to engage in formal and non-formal communication, exchange information or ideas, and more. These platforms connect companies with the second party, providing direct reach, which is highly efficient and effective [4]. Digital platforms come in various types, and one of them is LinkedIn [2]. The digital era is inseparable from the broader community as digital platforms have become indispensable in daily activities, especially in communication through various digital platforms. Digital platforms not only showcase one's existence but also serve as tools for building networks. Networking is a valuable practice for job assistance and career advancement, even for recent graduates [5]. Websites accessible on any device with an internet connection simplify marketing and provide comprehensive information for consumers, customers, and SME business participants [6].

Digital platforms play a role in helping maintain the existence of companies and organizations in the competitive landscape of the industry 4.0 era or the modernization towards digitalization [7]. Digital technology has transformed how businesses operate, from what they sell to their value propositions and sales methods. Currently, many chief executive officers (CEOs) are engaged in efforts to understand how the digital revolution impacts and will continue to influence their companies. This is crucial due to the ongoing paradigm shift from industrial to a more digital economy [8]. Therefore, it is vital for every organization or company to modernize its management systems to keep up with the times and remain competitive. Additionally, the use of digital platforms enables companies and organizations to save fixed costs associated with the recruitment process [1].

Recruitment Strategies

Recruitment strategy is a crucial action that should not be overlooked. The establishment of a good and proper strategy can assist the company in achieving an efficient recruitment process aligned with the set goals. Essentially, recruitment strategy involves an approach that plans, identifies, recruits, and hires prospective employees for a company. It encompasses various elements, including the use of digital platforms or social media such as LinkedIn to seek candidates, rigorous selection processes, building the company's brand as an attractive workplace, and an approach tailored to the organization's goals and needs.

The main goal of recruitment strategy is to ensure that the company has a qualified workforce aligned with its vision, mission, and business strategy. Recruitment strategy is divided into two aspects, namely internal recruitment strategy and external recruitment strategy. Internal recruitment strategy is commonly known for transferring employees from one division to another or promoting employees. Meanwhile, external recruitment strategy involves activities conducted outside the organization, such as searching for potential employees on digital platforms like LinkedIn, hiring employees through job placement agencies, and more. To implement an appropriate strategy, it is essential to consider the company's current needs, ensuring alignment for a positive impact on recruitment process efficiency. It's worth noting that a well-defined recruitment strategy, particularly in utilizing digital platforms, can also save the company money compared to conventional recruitment methods involving job placement agencies and other fixed costs [9].

Recruitment Process Efficiency

The recruitment process is a vital activity serving as a bridge between a company and its human resources. Without proper and effective recruitment activities, the selected human resources cannot guarantee their quality. A lack of knowledge about recruitment can hinder the efficiency of the process. Recruitment is defined as the process of obtaining relevant information about the tasks and responsibilities related to a job and the characteristics of individuals or candidates needed to perform the job. Its aim is to assist managers in matching the types of skills and qualifications required in the recruitment process [10]. The main goal is to achieve the desired recruitment outcomes with minimal costs and time, as set by the company. According to Armstrong, recruitment efficiency involves effective strategies and tactics to attract qualified candidates for positions needed by the company.

Several companies have enhanced recruitment process efficiency by implementing strategies tailored to their organizations [11]. Utilizing digital platforms and appropriate recruitment strategies supports optimal recruitment process efficiency, ensuring that the hiring activities align with the company's established guidelines [12]. If a well-thought-out strategy is applied to recruitment planning, the outcomes and efficiency of the recruitment process will also improve.

Firm Size

The size of a company, as measured by its valuation and categorized into relevant groups, plays a crucial role in determining its success in implementing technology, particularly in the utilization of digital platforms. Larger companies typically have more budgetary resources to maximize the application of digital platforms. With a larger budget, a company can access exclusive or non-publicly available content. Therefore, it can be concluded that the size of a company influences the role of digital platforms in enhancing the efficiency of the workforce recruitment process.

As we know, a company's size can be measured by parameters such as the number of employees, annual revenue, or total assets. The size of a company refers to how large or small an organization is, and this difference can influence how companies use digital platforms in their recruitment strategies. Larger companies may have more resources and funds to adopt digital platform technology extensively, positively impacting the role of digital platforms in the recruitment efficiency of a company. Conversely, smaller companies may need to take a more limited approach to acquiring digital platforms, potentially resulting in differences in recruitment efficiency between large and small companies, with larger companies better able to leverage the advantages of digital platforms to expedite and optimize their recruitment processes [13]. Therefore, the size of a company has the potential to moderate the relationship between the role of digital platforms and recruitment strategies on recruitment process efficiency. In analyzing this moderation, it is important to consider additional factors such as organizational culture, industry, and recruitment goals to understand how the size of a company determines the influence of interactions between variables.

The Relationship between the Role of Digital Platform Usage and the Efficiency of Recruitment Processes

In this research, the role of digital platform usage is linked to the efficiency of the recruitment process. Citing [1], it is mentioned that digital platforms are not only used to showcase one's existence but can also be utilized to expand relationships, including obtaining information and even applying for jobs. This implies that digital platforms influence the recruitment process. LinkedIn stands out as an effective job posting site for career search and development [14]. LinkedIn is considered more user-friendly and effective, thus attracting the interest of job applicants, especially fresh graduates. From this citation, it is stated that the presence of the LinkedIn digital platform undoubtedly makes the recruitment process more efficient. This is because the platform serves not only as a means of easily expanding connections but is also effectively used in the recruitment process, capturing the interest of job applicants [15].

The Relationship between Recruitment Strategies and the Efficiency of the Recruitment Process

Furthermore, recruitment strategies serve as a reference in conducting recruitment activities, as the establishment of appropriate and accurate strategies can make the recruitment process more efficient and effective in line with the company's objectives [16]. Thus, recruitment strategies constitute a vital component that should not be overlooked in recruitment activities. The recruitment process can be deemed efficient when the time, resources, and funds utilized do not exceed the predetermined budget [17]. To ensure that the requirements are met without exceeding the set budget, careful and precise planning of recruitment strategies is necessary so that recruitment activities can proceed and provide optimal, effective, and efficient benefits for a company [18].

The Relationship between the Role of Digital Platform Usage and the Efficiency of the Recruitment Process Moderated by Firm Size

In this study, the term “firm size”, referred to as a moderating variable, establishes a connection between the use of digital platforms, recruitment strategies, and the efficiency of the recruitment process, as revealed by [19]. They posit that firm size reflects the scale of assets owned by the company. The larger the firm size, the easier it is to obtain internal or external sources of funding, which can influence the company's overall value. The size of a company, particularly one that is large and well-established, plays a crucial role in determining the achievement of profitability and stability, providing easier access to capital markets, and incurring lower transaction costs compared to smaller and newer companies [13]. It can be concluded that larger companies are more likely to achieve a higher level of stability. In the context of this research, stability refers to the stability of the role of the LinkedIn digital platform in the efficiency of the recruitment process. Therefore, firm size becomes a significant factor influencing the role of the LinkedIn digital platform in the efficiency of workforce recruitment [20].

The Relationship between Recruitment Strategies and the Efficiency of the Recruitment Process Moderated by Firm Size

In this context, the size of the company becomes a determinant in the implementation of appropriate strategies for the efficiency of the recruitment process [21]. Planning and implementing strategies require resources, funding, and adequate accessibility, and a large-scale company will undoubtedly have a broad scope to explore plans that align with current trends [4]. Well-structured recruitment strategies can have a significant impact on how organizations manage their human resources, especially in the context of selecting new employees [20]. In exploring this relationship, critical aspects such as recruitment methods, selection quality, and adaptability to firm size take center stage. Firm size plays a moderating role, considering the differences in needs and challenges in recruiting for large and small organizations [22]. By detailing and analyzing these variables, this research seeks to provide in-depth insights into how wise recruitment strategy choices can optimize the efficiency of the recruitment process, especially in the dynamic context of varying firm size [22]. Of course, it must be ensured whether the planning of these strategies is deemed appropriate for the current needs of the company or not [19].

Conceptual Framework and Hypotheses

The role of digital platforms in the modern 4.0 era, like today, is highly crucial for integration into everyday life, especially in the context of recruitment. Continuously using conventional recruitment methods will decrease the efficiency and effectiveness of the recruitment process. Every company, organization, and start-up needs to adopt the use of digital platforms in carrying out various activities, especially in recruitment, which is a vital activity for a recruiter.

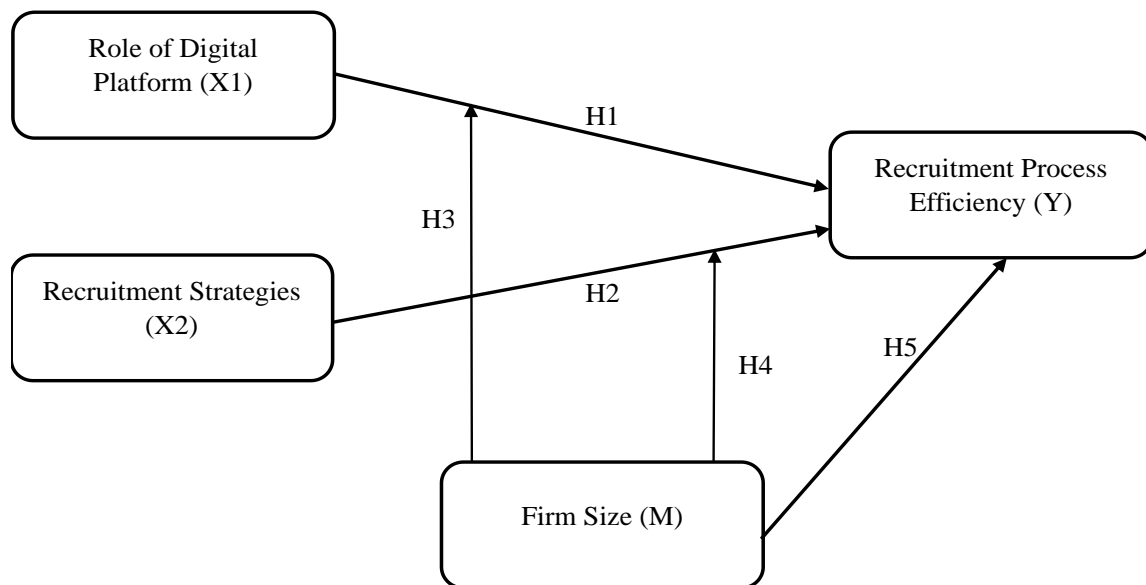
As time progresses, technology continues to rapidly evolve, bringing the wider community to a vast space for seeking information, even through various mass communication channels. Mass communication is a process of delivering information by an organization to a large, heterogeneous, and dispersed audience [2].

As we all already know that Indonesia is currently experiencing a crisis due to the Covid-19 pandemic and global recession, causing difficulties for every individual seeking employment. It is a common occurrence that many job applications pile up, and job seekers often do not receive callbacks or further follow-ups from companies. However, with the presence of the digital platform LinkedIn, both recruiters and job seekers are aided in making the application and recruitment processes more effective and efficient. The advent of the LinkedIn digital platform facilitates the connection between recruiters and potential employees, providing a solution amidst the challenges posed by the pandemic and economic downturn. This digital platform serves as a networking tool, connecting users through technology to enhance the effectiveness and efficiency of the application and recruitment processes.

Recruitment strategy is the effort made by a recruiter to conduct recruitment activities in order to achieve optimal results and make the recruitment process more efficient. As we know, recruitment is a vital activity that is highly important for the sustainability of a company. Recruitment, being a crucial and essential activity, serves as a benchmark for the continuity of a company. Through recruitment efforts, a company is considered active, as it involves the acquisition of workforce to implement company policies and carry out various activities. Recruitment strategies encompass various channels, and recruitment itself is a vital activity within a company's context of workforce acquisition. If the recruitment process runs smoothly, it implies that the company will attract suitable candidates to fill positions needed for the company's operations. Additionally, the company has the option to filter candidates as there are often multiple applicants for a single position. Fundamentally, recruitment is a concerted effort by a company to ensure that essential positions are filled [23].

Recruitment actions are divided into two types: internal recruitment, which involves recruiting from within the organization, and external recruitment, which involves recruiting from outside the organization. Recruitment can also be interpreted as an action commonly taken by every company or organization to meet human resource needs within the company through stages that need attention, such as identification, evaluation of workforce sources, the selection process, placement, and workforce orientation. Employee recruitment aims to provide an adequate pool of candidates so that managers can choose employees who meet the qualifications they require [24]. For the recruitment process to run effectively, it requires relevant, valid, and robust information about the quantity and qualifications of individuals needed to fulfill responsibilities assigned by the company.

The size of a company is a metric that indicates the magnitude of a company in various ways, such as through total assets, total sales, and market capitalization [17]. In this study, the size of the company becomes a benchmark for measuring the use of digital platforms in the efficiency of the recruitment process because a large-sized company has opportunities, both in terms of opportunity and cost, to explore the knowledge and features of the LinkedIn digital platform. If a company is considered large, there is a higher likelihood that it can grow more rapidly compared to smaller companies. This is because accessing exclusive features often incurs costs, and thus, larger companies are better positioned to invest in such opportunities for development. According to [19], total company assets are likely to be more stable compared to total sales and are more relevant than market capitalization. Therefore, in this study, the size of the company, referred to as a moderating variable between digital platforms, recruitment strategies, and the efficiency of the recruitment process, plays a significant role. Based on the explanations above, the conceptual framework is as follows:



Picture1 Research Model

Regarding of the explanation about the relationship between variables and the conceptual framework above, several hypotheses can be formulated for testing in this study:

- H1: Usage of the LinkedIn digital platform plays a role in the efficiency of the workforce recruitment process.
- H2: Recruitment strategies play a role in the efficiency of the workforce recruitment process.
- H3: The size of the company can moderate the role of using the LinkedIn digital platform in the efficiency of the workforce recruitment process.
- H4: The size of the company can moderate the role of recruitment strategies in the efficiency of the workforce recruitment process.

III. METHODS

In this study, the population consists of Business Partners at PT. Asuransi Allianz Life Indonesia. For the sampling technique, the researcher will use a method called purposive sampling. Purposive sampling is a technique for selecting informants or sources based on their capabilities and involvement in understanding the role of the LinkedIn digital platform, recruitment strategies, the efficiency of the workforce recruitment process, and the moderating variable referring to the firm size[25]. Research data will be obtained through an online questionnaire concerning the role of the LinkedIn digital platform in the efficiency of the workforce recruitment

process, moderated by firm size, among Business Partners at PT. Asuransi Allianz Life Indonesia. In this study, the researcher will sample 70 Business Partners from PT. Asuransi Allianz Life Indonesia. The number 70 respondents is determined based on Sugiyono's recommendation [26], stating that a suitable sample size in research ranges from 30 to 500.

Tabel 2: Operationalization of Variables

Research Variables	Operational Definition	Dimension	Indicator	Scale
Digital Platform	A digital platform is a digital tool that facilitates activities between individuals, such as accessing information broadly or engaging in specific electronic activities. Digital platforms are not only used to showcase one's existence but can also be utilized to expand connections, including acquiring information or even applying for jobs [2]. Digital platforms refer to the infrastructure or environment that facilitates interaction and communication through digital media.	According to [27], the dimensions of a digital platform can be divided into: <ol style="list-style-type: none"> 1. Functionality 2. User satisfaction 3. Service quality 4. Platform sustainability 	According to [15], [28], [29], [30] that the indicator of digital platform can be divided into: <ol style="list-style-type: none"> 1. Number of active users 2. Interaction frequency 3. User efficiency 4. Service quality 5. User experience 	Likert: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree
Recruitment Strategies	This is a method implemented by companies or organizations to recruit, screen, and select potential candidates. It involves the use of digital platforms, social media, and planned approaches implemented by recruiters to meet the workforce needs of a company or organization [31].	According to [16] dimension of recruitment strategies can be divided into: <ol style="list-style-type: none"> 1. Digital resources 2. Branding 3. Job position 4. Selection and testing 5. Understanding the job market 	There are several indicators of recruitment strategies [18], [32] <ol style="list-style-type: none"> 1. User digital platform 2. Applicant satisfaction with the online recruitment process 3. Usage of technology and selection 	Likert: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree
Recruitment Efficiency	Recruitment efficiency is a vital activity carried out to search for and acquire potentially qualified human resources to fill specific positions that are currently needed. Recruitment can be defined as the process of identifying and attracting applicants capable of working within an organization [24]. In addition, recruitment efficiency encompasses the use of resources such as time, manpower, and costs that must be considered by a recruiter	According to [33], [24], the dimension of recruitment efficiency can be divided into: <ol style="list-style-type: none"> 1. Employee hiring 2. Recruitment technology 3. Employee diversity 	Based on [10], there are several indicators of recruitment efficiency, including: <ol style="list-style-type: none"> 1. Time 2. Cost 3. Candidate sources 4. Candidate quality 5. Candidate experience 	Likert: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree
Firm Size	The size of the company is directed towards the number of employees, the scale of operations in relation to the interaction between the digital platform and the recruitment process. Previous research conducted by [22] indicates that the size of the company has a positive impact on the company's value. With a <u>large firm</u> size, there will be greater opportunities for large-scale companies to cope with challenges and grow. Therefore, the size of the company is a determinant of performance and development for a company.	There are several dimensions within the size of the company [17], including <ol style="list-style-type: none"> 1. Market value 2. Organization structure 3. Research ability 4. Revenue 	Based on [13] there are some indicators of firm size variables: <ol style="list-style-type: none"> 1. Number of employees 2. Sales volume or revenue 3. Total offices 4. Operation scale 	Likert: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

Data Analysis Techniques

The data analysis in this research employs the Partial Least Squares (PLS) approach. Data analysis with SmartPLS can be divided into several components, including the coefficients of determination (R^2), predictive relevance (Q^2), effect size (f^2), goodness of fit (GoF), hypothesis testing, and moderation analysis. To assess the strength of the independent variable effects on the dependent variable, effect size (f^2) is utilized. Goodness of fit (GoF) is another instrument or dimension that provides an overview of how well the model aligns with empirical data. In terms of analysis, hypothesis testing is also a crucial aspect that allows researchers to evaluate the statistical significance of relationships between variables in the model. The use of SmartPLS software also facilitates moderation analysis, enabling researchers to identify and understand the moderating influence of a variable on the relationship between two other variables. By providing robust and clear data sources, SmartPLS becomes a powerful tool to support empirical and conceptual research in various fields.

IV RESULT

The data analysis used in this study is inner model analysis. Inner model analysis consists of Coefficient of Determination (R^2), Predictive Relevance (Q^2), Effect Size (f^2), Goodness of Fit (GoF), and Hypothesis Testing.

Table 4.1 Analysis Result of Effect Size (f^2), Predictive Relevance (Q^2) dan Determination (R^2)

	f-square
X1 -> Y	0.167
X2 -> Y	0.082
M x X1 -> Y	0.088
M x X2 -> Y	0.068
R-square	0.831
Q ² predict	0.789

Source: The Data Processing Results using SmartPLS 4 software

Based on Table 4.1, it is explained that the R^2 analysis results for the efficiency of the recruitment process are 0.831. This means that 83.1% of the variation in the efficiency of the recruitment process can be explained by the role of digital platform usage and recruitment strategies, while the remaining 16.9% is explained by other variables outside the scope of this study. The R-Square value in this study is categorized as substantial. Furthermore, it is elucidated that the Q^2 analysis results indicate that a Q^2 value greater than 0 indicates that the observed values have been well-reconstructed. Hence, it can be concluded that all variables have predictive relevance.

Furthermore, it is noted that the effect size values in the moderation variable on the dependent variable are 0.128, and the effect size values in the variables (X1) and (X2) on the dependent variable are 0.167 and 0.082, respectively. Additionally, the moderating effect of variables X1 and X2 on the dependent variable is 0.088 and 0.068. It can be concluded from the above data analysis results that the effect sizes of these variables have a moderate influence.

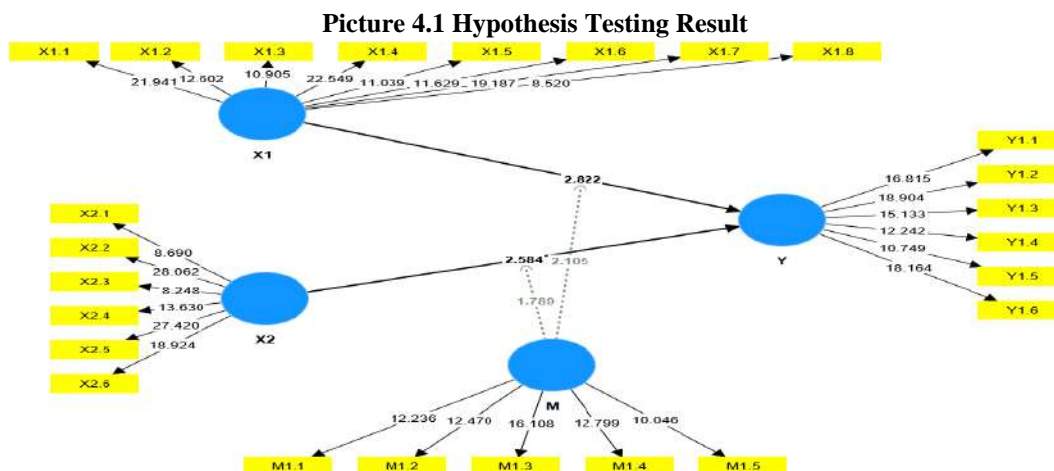
Hypothesis Testing

The hypothesis testing in this study aims to determine whether the formulated hypotheses can be accepted or rejected. This testing can be observed through the t-statistics and p-values present in the path coefficients using the bootstrapping method.

Table 4.2 Path Coefficient dan Hasil Pengujian Bootstrapping

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t-statistics (O/STDEV)	P values
X1 -> Y	0.406	0.408	0.144	2.822	0.002
X2 -> Y	0.273	0.280	0.106	2.584	0.005
M x X1 -> Y	-0.340	-0.325	0.162	2.105	0.018
M x X2 -> Y	0.267	0.256	0.149	1.789	0.037

Source: Data Processing Results using SmartPLS 4 software



Source: Data Processing Results using SmartPLS 4 software

Based on the above table, the results obtained are as follows:

1. H1 Testing: The use of the LinkedIn digital platform has a significant influence on the efficiency of the workforce recruitment process, as evidenced by the p-value of 0.002.
2. H2 Testing: Recruitment strategy plays a significant role or has a significant influence on the efficiency of the workforce recruitment process. This is evidenced by the data processing, where the p-value is below 0.05, specifically at 0.005.
3. H3 Testing: The size of the company can moderate the role of LinkedIn digital platform usage in the efficiency of the workforce recruitment process. This is evident from the p-value in Figure 4, which indicates a p-value of 0.018.
4. H4 Testing: The size of the company can moderate the role of recruitment strategy in the efficiency of the workforce recruitment process. This can be observed and directly proven through Figure 4, which states a p-value of 0.037.

V. DISCUSSION

1. The role of using the LinkedIn digital platform is significant in the efficiency of the recruitment process

This research shows significant results because the role of using digital platforms can help make the recruitment process more efficient. As we know, the presence of technology makes humans tend to find it easier to perform activities. Similarly, LinkedIn can make recruitment planning and implementation more efficient and effective. In addition, this research is in line with previous studies conducted by [14], [31], [4], stating that digital platforms have a positive impact on the efficiency of the recruitment process. This means that if the role of using digital platforms can be maximized over time, it will undoubtedly enhance the efficiency of the recruitment process in a company, especially at PT. Asuransi Allianz Life Indonesia. If the role of using digital platforms in the current 4.0 era continues to be optimized and maximized, it will undoubtedly help every company maintain its existence in this digital era. In the digital era or 4.0, companies that refuse to adapt to technology are likely to lose competitiveness to their competitor.

2. Recruitment strategy is significant in the efficiency of the recruitment process

In this study, recruitment strategy yields significant results in the efficiency of the recruitment process because the right recruitment strategy will result in the selection of candidates that match the company's needs efficiently in terms of time and cost. The findings align with previous research conducted by [10], [31], [12], stating that recruitment strategy has a positive impact on the efficiency of the recruitment process. This implies that the careful selection and implementation of a recruitment strategy will be a crucial factor in enhancing the efficiency of the workforce recruitment process. In contrast, improper selection, planning, and use of strategies may fail to improve the efficiency of the workforce recruitment process. In this context, the research subject is PT. Asuransi Allianz Life Indonesia, which must decide on the appropriate strategy to implement in the company to achieve or enhance the efficiency of the workforce recruitment process, aiming to reduce turnover rates or help employees adapt to the company's culture.

3. Firm size as a significant moderation between the role of using the LinkedIn digital platform and the efficiency of the recruitment process

In this study, the size of the company as a moderation between the role of using the LinkedIn digital platform and the efficiency of the recruitment process is found to be significant. This is because larger companies may have a higher volume of recruitment compared to small or medium-sized companies. The use of digital platforms may be more significant in large companies as it helps manage and screen a large number of applications more efficiently. Larger companies usually have a larger recruitment budget; therefore, they may be more capable of investing in sophisticated technological solutions to enhance efficiency, such as Applicant Tracking Systems (ATS) or online recruitment platforms. This study aligns with research conducted by [13], [34], indicating a positive and significant relationship between the variables. This implies that the size of the company determines whether the role of using digital platforms can be optimally utilized to improve the efficiency of the recruitment process. Large companies, with substantial budgets, may not hesitate to pay for such services, whether they are paid or free. However, smaller companies may need to consider this investment more carefully, placing them a few steps behind larger enterprises.

4. The size of the company serves as a significant moderation between recruitment strategy and the efficiency of the recruitment process

In this study, it is considered significant because larger companies may have more resources available to invest in advanced recruitment technology or a large recruitment team. In contrast, smaller companies may need to be wiser in using their limited resources. Recruitment strategies that take into account the size of the company

can help optimize the use of available resources. Decision-making processes in larger companies may involve more parties and require more approvals. Recruitment strategies should be tailored to these decision-making patterns. In smaller companies, the decision-making process may be more direct and straightforward. This is also evident in studies conducted by [17], [31], [23], [19], [9], which state that the size of the company can moderate recruitment strategies and have a positive impact on the efficiency of the recruitment process. This can be interpreted as the size of the company also determining the use of the right recruitment strategy. To obtain the latest information on recruitment strategy knowledge requires extensive connections or even without certain limitations, purchasing premium content containing premium knowledge, and the like. This, again, depends on the scale or size of a company. In this research subject, PT. Asuransi Allianz Life Indonesia is a large-scale company, which can facilitate the company in accessing or obtaining all the information it needs to implement the right recruitment strategy according to the company's current needs. With the right selection, planning, and use of recruitment strategies, it can improve the efficiency of the workforce recruitment process at PT. Asuransi Allianz Life Indonesia.

VI. CONCLUSION

Based on the results of the conducted research as outlined earlier, the following are key conclusions drawn from this study: The use of the LinkedIn digital platform significantly influences the efficiency of the workforce recruitment process. Recruitment strategies play a significant role in the efficiency of the workforce recruitment process. The size of the company can moderate the impact of LinkedIn digital platform usage on the efficiency of the workforce recruitment process. Additionally, the size of the company can moderate the impact of recruitment strategies on the efficiency of the workforce recruitment process.

VI. ACKNOWLEDGEMENTS

This research is supported by Tarumanagara University, where the author pursued education. We express our gratitude to Dr. SawidjiWidoatmodjo, SE, MM, the Dean of the Faculty of Economics and Business at Tarumanagara University, for providing valuable insights and expertise that greatly contributed to this research. We would like to thank the American Journal of Humanities and Social Sciences Research (AJHSSR) for providing the opportunity for the author to share insights with the community through its scholarly journal. Our appreciation also goes to all parties who provided guidance and assistance in completing this research. We hope that this positive collaboration will continue to thrive with various stakeholders.

REFERENCES

- [1] Váně, J., Kalvas, F., &Basl, J. (2021). Engineering companies and their readiness for Industry 4.0. *International Journal of Productivity and Performance Management*, 70(5), 1072–1091. <https://doi.org/10.1108/IJPPM-06-2020-0318>
- [2] Winarsih, E., Eko Putro Setiawan, K., Richi Rizaldy, D., & Cintia Kasimbara, D. (2022). PENGGUNAAN APLIKASI LINKEDIN UNTUK MELAMAR PEKERJAAN BAGI SISWA SMK PGRI 6 NGAWI. *JurnalPengabdianKepada Masyarakat*, 6(1). <http://ejurnal.ikipgribojonegoro.ac.id/index.php/J-ABDIPAMAS>
- [3] Sunarya, F. R. (2022). Urgensi Teori Hirarki Kebutuhandari Abraham Maslow Dalam SebuahOrganisasi. *SALAM: JurnalSosial Dan BudayaSyar-i*, 9(2), 647–658. <https://doi.org/10.15408/sjsbs.v9i3.25916>
- [4] Tse, S. Y., Wang, D. T., Cheung, M. L., & Leung, W. K. S. (2023). Do digital platforms promote or hinder corporate brand prestige? *European Journal of Marketing*, 57(4), 987–1013. <https://doi.org/10.1108/EJM-11-2021-0837>
- [5] Apriyanti, M. E., &Widyastuti, A. (n.d.). *PELATIHAN BAHASA VERBAL YANG BAIK MENJALIN NETWORKING BERKUALITAS*.
- [6] Nugroho, H., Muhamad, W., Hidayat, A. M., Sisilia, K., Pangarso, A., &Hendriyanto, R. (n.d.). PENERAPAN POJOK UMKM UNTUK KATALOG PRODUK CRAFT DAN FASHION PADA KOMUNITAS PPKM KAB.BANDUNG. *JABB*, 4(2), 2023. <https://doi.org/10.46306/jabb.v4i2>
- [7] Lestari, G. D., Roesminingsih, M. V., Widodo, W., & Sari, D. P. (2022). Learning at Home Anak Usia Dini Terdampak Covid 19 : Peran Orang tuadalamPendampingannya. *JurnalObsesi :Jurnal Pendidikan Anak Usia Dini*, 6(4), 3601–3612. <https://doi.org/10.31004/obsesi.v6i4.1229>
- [8] Radiansyah E. (2020). PERAN DIGITALISASI TERHADAP KEWIRAUSAHAAN DIGITAL TINJAUAN.
- [9] Scott, J. (2020). Recruiting international postgraduate researchers: Challenges and strategic alternatives. *Asia Pacific Journal of Marketing and Logistics*, 32(1), 281–298. <https://doi.org/10.1108/APJML-01-2018-0011>

- [10] Arfin, A. L. (2022). Peran Departemen Sumber Daya Manusia dalam Perencanaan, Rekrutmen Dan Seleksi Untuk Mendapatkan SDM Unggul. *Efektor*, 9(2), 272–285. <https://doi.org/10.29407/e.v9i2.17651>
- [11] Benuyenah, V. (2022). Rethinking recruitment ethically through the lens of corporate social responsibility (CSR). *Evidence-Based HRM*. <https://doi.org/10.1108/EBHRM-05-2022-0113>
- [12] Johnson, R. D., Stone, D. L., & Lukaszewski, K. M. (2020). The benefits of eHRM and AI for talent acquisition. *Journal of Tourism Futures*, 7(1), 40–52. <https://doi.org/10.1108/JTF-02-2020-0013>
- [13] Dwiastruti, D. S., & Dillak, V. J. (2019). Pengaruh Ukuran Perusahaan, Kebijakan Hutang, dan Profitabilitas Terhadap Nilai Perusahaan. *Jurnal ASET (Akuntansi Riset)*, 11(1), 137–146. <https://doi.org/10.17509/jaset.v11i1.16841>
- [14] Cho, V., & Lam, W. (2021). The power of LinkedIn: how LinkedIn enables professionals to leave their organizations for professional advancement. *Internet Research*, 31(1), 262–286. <https://doi.org/10.1108/INTR-08-2019-0326>
- [15] Heng Wei, L., Chuan Huat, O., & Arumugam, P. V. (2023). Social media communication with intensified pandemic fears: evaluating the relative impact of user- and firm-generated content on brand loyalty. *Asia-Pacific Journal of Business Administration*, 15(2), 161–187. <https://doi.org/10.1108/APJBA-07-2021-0319>
- [16] Manumanoso Prasetyo, M. A. (2018). Peranan Perilaku Organisasi dan Manajemen Strategi dalam Meningkatkan Produktivitas Output Pendidikan. *Idarah (Jurnal Pendidikan Dan Kependidikan)*, 2(1), 80–101. <https://doi.org/10.47766/idadrah.v2i1.267>
- [17] Buer, S. V., Strandhagen, J. W., Semini, M., & Strandhagen, J. O. (2021). The digitalization of manufacturing: investigating the impact of production environment and company size. *Journal of Manufacturing Technology Management*, 32(3), 621–645. <https://doi.org/10.1108/JMTM-05-2019-0174>
- [18] Carpentier, M., Van Hoye, G., & Weng, Q. (2019). Social media recruitment: Communication characteristics and sought gratifications. *Frontiers in Psychology*, 10(JULY). <https://doi.org/10.3389/fpsyg.2019.01669>
- [19] Ramdhonah Zahra et al., 2023. (n.d.). *Pengaruh Struktur Modal, Ukuran Perusahaan, Pertumbuhan Perusahaan, Dan Profitabilitas Terhadap Nilai Perusahaan*.
- [20] Ju, B. (2019). The roles of the psychology, systems and economic theories in human resource development. *European Journal of Training and Development*, 43(1–2), 132–152. <https://doi.org/10.1108/EJTD-02-2018-0020>
- [21] Herdiyani, S., Safa'atul Barkah, C., Auliana, L., & Sukoco, I. (2022). PERANAN MEDIA SOSIAL DALAM MENGEMBANGKAN SUATU BISNIS: LITERATURE REVIEW. *Jurnal Administrasi Bisnis*, 18(2), 103–121. <https://doi.org/10.26593/jab.v18i2.5878.103-121>
- [22] Slamet Mudjijah et al. (2019). *PENGARUH KINERJA KEUANGAN DAN STRUKTUR MODAL TERHADAP NILAI PERUSAHAAN YANG DIMODERASI VARIABEL UKURAN PERUSAHAAN*.
- [23] Kharisma, I. M., & Wening, N. (2023). Peran Rekrutmen Dan Seleksi Terhadap Kinerja Karyawan Perusahaan: Sebuah Tinjauan Literatur Sistematis. *Jurnal E-Bis*, 7(1), 61–80. <https://doi.org/10.37339/e-bis.v7i1.1111>
- [24] Merdeka Malang, U., Bahari Sejati Kata Kunci, D., Rekrutmen, P., & dan Kinerja, S. (2019). Pengaruh Proses Rekrutmen dan Seleksi terhadap Kinerja Karyawan: Studi pada PT. Dian Bahari Sejati Muhammad Darwis Meyandie Nasution. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 3(2). <https://doi.org/10.35130/jrimk.v3i2>
- [25] Nengsih, Y. G., Hutauruk, P. M., Artikel, I., & Artikel, R. (2022). PENGGUNAAN KARTU IDENTITAS BEROBAT DALAM UPAYA PENINGKATAN KUALITAS PELAYANAN KESEHATAN DI PUSKESMAS HELVETIA MEDAN. *Jurnal Ilmiah Pengabdian Kepada Masyarakat (Ji-SOMBA)*, 1(2), 42–47. <https://jurnal.uimedan.ac.id/index.php/Ji-SOMBAp42> <http://jurnal.uimedan.ac.id/index.php/Ji-SOMBA>
- [26] Simanjuntak, G. R., & Asnur, L. (2023). *Pengaruh Variasi Menu Breakfast terhadap Kepuasan Tamu di Grand Basko Hotel Padang*.
- [27] Liu, L., Fan, Q., Liu, R., Zhang, G., Wan, W., & Long, J. (2022). How to benefit from digital platform capabilities? Examining the role of knowledge bases and organisational routines updating. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-10-2021-0532>
- [28] Kumari, N., & Biswas, A. (2023). Does M-payment service quality and organisational routines updating participation magnify M-payment continuance usage intention? Moderation of usefulness and severity. *International Journal of Bank Marketing*. <https://doi.org/10.1108/IJBM-11-2022-0500>

- [29] Ruangkanjanases, A., Hsu, S. L., Wu, Y. J., Chen, S. C., & Chang, J. Y. (2020). What drives continuance intention towards social media? Social influence and identity perspectives. *Sustainability (Switzerland)*, 12(17). <https://doi.org/10.3390/su12177081>
- [30] Zha, T., Aw, E. C. X., Dastane, O., & Fernando, A. G. (2023). Social media marketing for luxury brands: parasocial interactions and empowerment for enhanced loyalty and willingness to pay a premium. *Marketing Intelligence and Planning*. <https://doi.org/10.1108/MIP-05-2023-0192>
- [31] Hanifah, U. (2021). *Strategi Rekrutmen dan Motivasi Kerja Tenaga Pendidik dan Kependidikan Dalam Meningkatkan Mutu Lembaga*. 7(4), 1623–1627. <https://doi.org/10.31949/educatio.v7i4.1455>
- [32] Muspawi M. (2018). *MENATA STRATEGI REKRUTMEN TENAGA KERJA*.
- [33] Andayati, T. N., & Meidasari, E. (2018). Pengaruh Sistem Rekrutmen dan Pemberian Kompensasi terhadap Kinerja Karyawan Sukarela (TKS) Rumah Sakit Abdul Moloek Provinsi Lampung. *Ekonomi Dan Bisnis*, 5(1), 55–69. <https://doi.org/10.35590/jeb.v5i1.684>
- [34] Rusydiana, A. S., Laila, N., & Sudana, S. (2019). Efisiensi dan produktivitas industri perbankan pada sistem moneter ganda di Indonesia. *Jurnal Siasat Bisnis*, 23(1), 50–66. <https://doi.org/10.20885/jsb.vol23.iss1.art5>