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Analyzing the Impact of Hybrid Working Practices and Online Recruitment Strategies on Employee Performance and Organizational Effectiveness

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Abstract: The rapid advancement of digital transformation has encouraged organizations to adopt hybrid working practices and online recruitment strategies as key components of contemporary human resource management. These approaches are expected to improve employee performance while enhancing organizational effectiveness in increasingly dynamic business environments. This study aims to analyze the impact of hybrid working practices and online recruitment strategies on employee performance and organizational effectiveness. The study employed a Narrative Literature Review (NLR) approach by synthesizing findings from peer-reviewed journals, books, conference proceedings, and research reports published between 2015 and 2025. Data were collected from reputable academic databases and analyzed using narrative analysis to identify recurring themes, patterns, and research gaps. The findings indicate that hybrid working practices positively influence employee performance through improved work-life balance, employee well-being, autonomy, and flexibility. Meanwhile, online recruitment strategies enhance employee performance and organizational effectiveness by improving talent acquisition quality, employee-job fit, recruitment efficiency, and access to broader talent pools. Furthermore, the integration of hybrid work and digital recruitment supports organizational agility, resilience, competitiveness, and long-term sustainability. The study highlights the strategic importance of adopting integrated digital HR practices to optimize organizational performance in the digital era.

Keywords: Hybrid Working Practices, Online Recruitment Strategies, Employee Performance, Organizational Effectiveness, Digital HRM.

INTRODUCTION

The rapid advancement of digital transformation over the past decade has significantly reshaped various aspects of human resource management in modern organizations. Developments in information technology, cloud computing, and digital collaboration platforms have enabled organizations to conduct business operations more flexibly without being constrained by physical work locations (Vial, 2021). This transformation was further

accelerated by the COVID-19 pandemic, which compelled organizations across industries to adopt remote working arrangements and flexible work systems to ensure business continuity (Kniffin et al., 2021). In this context, hybrid working practices have emerged as a prominent work model that combines on-site and remote work arrangements, providing greater flexibility for both employees and employers (Wang et al., 2021). Many organizations worldwide have begun integrating hybrid work systems into their long-term workforce strategies due to their potential to enhance employee productivity and job satisfaction (Aprilina & Martdianty, 2023).

Hybrid working practices influence not only individual work patterns but also broader organizational dynamics. Flexible work arrangements enable employees to achieve a better balance between professional responsibilities and personal life, which can positively affect motivation and job performance (Mahardiko & Wahyuningtyas, 2025). However, hybrid work also presents several challenges, including difficulties in team coordination, virtual communication, performance monitoring, and reduced social interaction among employees (Waizenegger et al., 2020). Organizations must therefore develop adaptive management mechanisms to maximize the benefits of hybrid work while maintaining organizational effectiveness. Consequently, investigating the impact of hybrid working practices on employee performance and organizational effectiveness has become increasingly relevant in the era of digital transformation.

In addition to transforming work arrangements, digitalization has also revolutionized employee recruitment and selection processes. Online recruitment strategies have become one of the primary approaches used by organizations to attract and identify qualified candidates efficiently (Albassam, 2023). The utilization of job portals, professional social media platforms, artificial intelligence, and applicant tracking systems enables organizations to access a broader talent pool and streamline recruitment processes compared to traditional methods (Nikolaou, 2021). Online recruitment offers several advantages, including cost efficiency, faster hiring processes, and expanded access to talent across different geographical regions (Albassam, 2023). Therefore, online recruitment has become an essential component of strategic human resource management and organizational competitiveness in the digital era (Albi, 2024).

Despite its advantages, the implementation of online recruitment strategies also presents several challenges that may affect recruitment outcomes. Heavy reliance on digital technologies can result in issues such as algorithmic bias, limitations in assessing candidates' behavioral competencies, and increased competition for attracting highly skilled talent. Furthermore, the effectiveness of online recruitment depends heavily on the quality of information systems, employer branding initiatives, and the organization's ability to manage applicant experiences throughout the recruitment process (Priyadarsini & Ss, 2025). Failure to effectively manage these factors may lead to poor hiring decisions and ultimately affect overall organizational performance. Therefore, a comprehensive understanding of the relationship between online recruitment strategies, employee performance, and organizational effectiveness is essential in increasingly digitalized business environments.

The urgency of this study has become more significant as many organizations simultaneously implement hybrid working practices and online recruitment strategies as part of their post-pandemic digital transformation initiatives. Although these practices have been widely adopted, previous studies have reported mixed findings regarding their impact on productivity, employee engagement, and organizational effectiveness. Some studies suggest that hybrid work arrangements can enhance employee performance and job satisfaction, while others highlight challenges related to collaboration and communication that may reduce organizational effectiveness. Similarly, the effectiveness of online recruitment remains contingent upon various contextual factors that require further investigation. Therefore, it is

important to examine how these two contemporary human resource management practices jointly influence employee performance and organizational effectiveness.

Several previous studies have explored the relationship between flexible work arrangements, digital recruitment, and organizational performance. Ahmadi et al. (2024) demonstrated that flexible work arrangements could significantly improve employee productivity. Uru et al. (2022) found that the success of remote and hybrid work depends on organizational support, technological infrastructure, and job characteristics. Meanwhile, Adawiah & Putra (2024) emphasized that digital recruitment enhances recruitment efficiency but requires appropriate implementation to ensure the selection of high-quality candidates. Tuttle & Critchlow (2025) further argued that modern recruitment technologies can improve talent acquisition effectiveness, although they cannot fully replace interpersonal assessments in employee selection processes. Despite these findings, there remains a need for integrated research examining how hybrid working practices and online recruitment strategies simultaneously affect employee performance and organizational effectiveness.

Based on the aforementioned background, research urgency, and previous empirical findings, this study aims to analyze the impact of hybrid working practices and online recruitment strategies on employee performance and organizational effectiveness. The study is expected to contribute to the development of digital human resource management literature while providing practical recommendations for organizations seeking to optimize hybrid work arrangements and online recruitment practices to enhance competitiveness and ensure long-term organizational sustainability in the digital era.

METHOD

This study employed a Narrative Literature Review (NLR) approach to examine and synthesize previous studies regarding the impact of hybrid working practices and online recruitment strategies on employee performance and organizational effectiveness. Narrative Literature Review was selected because it enables researchers to integrate, interpret, and critically analyze findings from diverse studies, providing a comprehensive understanding of the phenomenon under investigation (Fan et al., 2022; Farrukh & Sajjad, 2023). Through this approach, the study identifies key concepts, trends, and research gaps related to digital human resource management in contemporary organizations.

Data Sources

The study utilized secondary data obtained from relevant academic sources, including peer-reviewed journal articles, books, conference proceedings, and research reports. Literature was collected from reputable databases such as Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library, ProQuest, and Google Scholar. Priority was given to publications published between 2015 and 2025 to ensure the inclusion of recent developments in hybrid work and online recruitment practices.

Data Collection Technique

Data were collected through a literature search and document review process. Keywords such as *hybrid working*, *hybrid work model*, *online recruitment*, *e-recruitment*, *digital recruitment*, *employee performance*, and *organizational effectiveness* were used to identify relevant studies. The selected literature was screened based on relevance to the research objectives, availability of full-text access, and scientific credibility. The eligible studies were then categorized according to major themes related to hybrid work, online recruitment, employee performance, and organizational effectiveness.

Data Analysis Technique

The collected data were analyzed using narrative analysis, which involved reviewing, comparing, synthesizing, and interpreting findings from the selected literature. The analysis focused on identifying recurring patterns, similarities, differences, and research gaps across studies. The synthesized findings were then critically interpreted to explain how hybrid working practices and online recruitment strategies influence employee performance and organizational effectiveness in the context of digital transformation.

RESULTS AND DISCUSSION

The Impact of Hybrid Working Practices on Employee Performance

The literature review indicates that hybrid working is not merely a flexible work arrangement but also a strategic human resource management approach that directly influences employee performance through various mechanisms, including work-life balance, employee well-being, job autonomy, work engagement, and organizational support. Employees working under hybrid arrangements generally report higher levels of job satisfaction and perceived productivity because they have greater control over their work schedules and working environments (Aprilina & Martdianty, 2023).

One of the main explanations for the positive relationship between hybrid work and employee performance is the reduction of commuting time and work-related stress. In large urban areas such as Jakarta, Surabaya, and Bandung, employees often spend several hours commuting each day, which may contribute to fatigue and lower work concentration. Hybrid working arrangements allow employees to redirect commuting time toward productive activities, skill development, or personal recovery, thereby enhancing overall performance. Evidence from the Indonesian service sector suggests that hybrid work significantly improves employee well-being through greater work-life balance, enhanced autonomy, and reduced commuting burdens, which subsequently contribute to improved organizational performance (Dewi et al., 2025).

Another important factor is employee autonomy. Hybrid working provides employees with greater flexibility in determining how, when, and where tasks are completed. According to work design theory, autonomy increases intrinsic motivation and fosters higher levels of work engagement, which positively affect employee performance. Empirical evidence from Indonesia indicates that work flexibility and organizational support significantly improve employee satisfaction and perceived productivity in hybrid working environments. Employees who perceive strong support from their organizations tend to demonstrate greater commitment and maintain higher performance levels despite working outside traditional office settings.

Furthermore, employee well-being has emerged as a critical mediating factor linking hybrid work arrangements and employee performance. Employee well-being encompasses psychological health, emotional stability, and job satisfaction, all of which contribute to sustainable productivity. Organizations that provide adequate technological infrastructure, clear communication systems, and flexible work policies create conditions that reduce stress and enhance employee engagement. Research conducted among employees in Indonesian banking, insurance, and consulting companies found that employee well-being partially mediates the relationship between hybrid work systems and organizational performance, particularly in terms of productivity, service quality, and employee retention.

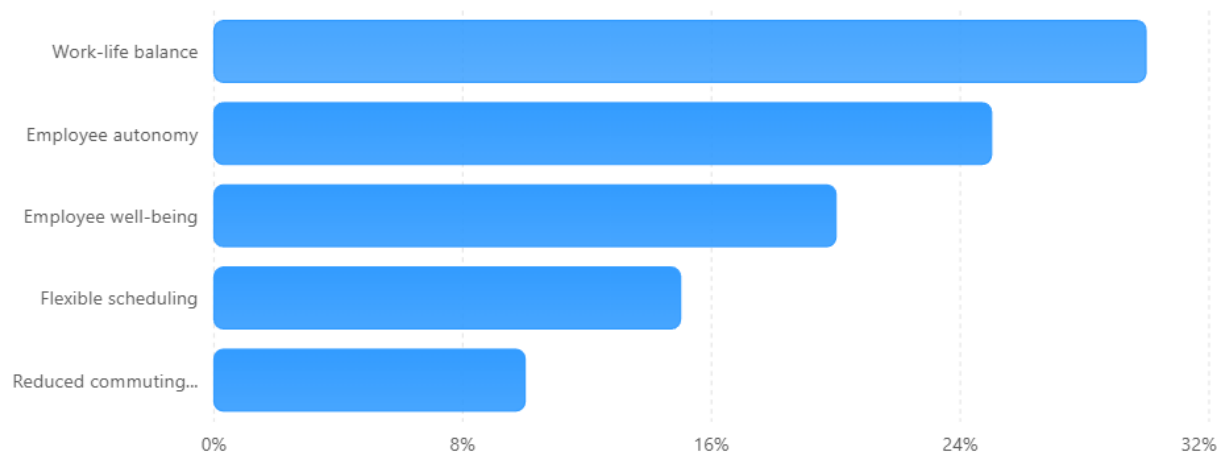


Figure 1. Literature-Based Synthesis of Hybrid Working Factors Affecting Employee Performance

PT Telkom Indonesia has adopted hybrid work as part of its post-pandemic digital transformation strategy. Research at PT Telkom Indonesia Regional Bogor found that hybrid working improved employee performance by providing greater flexibility while maintaining productivity. This success was supported by strong digital infrastructure, employee familiarity with collaborative technologies, and performance evaluation systems based on work outcomes rather than physical presence (Januarsyah & Suwarsi, 2025).

PT Teleperformance Surakarta also implemented hybrid working to enhance operational flexibility and employee well-being. Findings indicate that hybrid work positively affects employee well-being and productivity. Increased flexibility and reduced work fatigue contributed to higher efficiency, while employee well-being served as an important factor linking hybrid work to improved performance (Zamora & Hakim, 2025).

Although hybrid working offers various benefits, it also presents challenges such as communication barriers, reduced social interaction, difficulties in knowledge sharing, and weaker team cohesion. Prolonged remote work may lead to social isolation and lower organizational attachment, potentially reducing collaboration and innovation.

In Indonesia, hybrid work implementation is further challenged by digital inequality, differences in technological literacy, and the need for managerial adaptation. Successful implementation therefore requires strong leadership, adequate digital infrastructure, effective communication, and continuous employee engagement (Hartanto, 2025).

The findings indicate that hybrid working positively affects employee performance through improved work-life balance and well-being, greater autonomy and flexibility, and stronger employee retention.

However, these benefits can only be achieved when organizations provide sufficient technological support, maintain communication quality, encourage collaboration, and implement outcome-based performance management systems. Therefore, hybrid work should be viewed as a broader organizational transformation strategy that integrates technology, leadership, culture, and employee experience.

The Impact of Online Recruitment Strategies on Employee Performance

The rapid advancement of digital technologies has transformed recruitment and selection processes across organizations worldwide. Online recruitment strategies, commonly referred to as e-recruitment or digital recruitment, involve the use of internet-based platforms, job portals, social media networks, artificial intelligence (AI), and applicant tracking systems (ATS) to attract, assess, and hire potential employees. Unlike traditional recruitment methods, online recruitment enables organizations to access a larger and more diverse pool of candidates

while significantly reducing recruitment costs and processing time. As a result, online recruitment has become an essential component of modern human resource management and a key determinant of employee quality and organizational performance.

One of the most significant ways online recruitment influences employee performance is through improving the quality of talent acquisition. Employee performance is largely determined by the extent to which employees possess the competencies, knowledge, skills, and behavioral characteristics required by their jobs. Digital recruitment platforms allow organizations to identify and attract candidates whose qualifications closely match organizational requirements through sophisticated filtering mechanisms and competency-based assessments. When organizations recruit employees who are well-suited to their roles, employees are more likely to achieve higher levels of productivity, demonstrate stronger engagement, and adapt more effectively to organizational demands (Lievens & Chapman, 2019).

Another important factor is the enhancement of employee-job fit. The Person–Job Fit Theory suggests that employees perform better when their capabilities align with job requirements and when their expectations are consistent with organizational conditions. Online recruitment platforms provide detailed information regarding job descriptions, organizational culture, career opportunities, and performance expectations, allowing candidates to make more informed decisions before applying (Madanchian, 2024). Consequently, organizations can reduce mismatches between employee expectations and actual job conditions, which contributes to higher job satisfaction and improved performance outcomes.

Furthermore, online recruitment facilitates access to a broader talent pool beyond geographical boundaries. Organizations are no longer restricted to recruiting candidates within specific locations but can identify highly qualified applicants from different regions or even internationally. This expanded access increases the likelihood of recruiting top-performing employees who possess specialized competencies that may not be readily available in local labor markets. As competition for talent intensifies in the digital economy, organizations that effectively leverage online recruitment systems gain a significant advantage in securing high-quality human resources capable of driving organizational performance.

In addition to improving talent quality, online recruitment contributes to employee performance by accelerating the recruitment process. Traditional recruitment procedures often involve lengthy administrative processes that may delay hiring decisions and result in the loss of qualified candidates. Digital recruitment systems automate various stages of recruitment, including vacancy announcements, application screening, interview scheduling, and candidate communication. Faster recruitment processes enable organizations to fill critical positions more efficiently, ensuring operational continuity and minimizing productivity disruptions caused by workforce shortages.

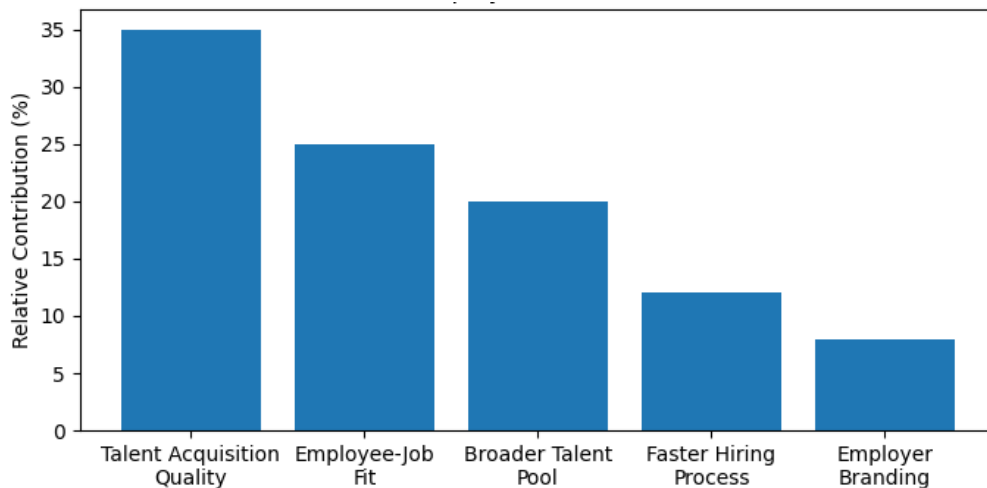


Figure 2. Literature-Based Synthesis of Online Recruitment Factors Affecting Employee Performance

Moreover, online recruitment strengthens employer branding, which indirectly influences employee performance. Organizations that maintain a strong digital presence and communicate their values effectively through recruitment platforms tend to attract candidates who share similar values and career aspirations. Employees who identify with organizational values are generally more engaged, committed, and motivated to contribute to organizational objectives. Therefore, employer branding not only affects recruitment outcomes but also influences subsequent employee attitudes and performance.

BCA has successfully implemented online recruitment through digital career platforms, virtual recruitment programs, and social media. These initiatives have expanded access to qualified candidates across Indonesia and improved recruitment efficiency. Research shows that digital recruitment contributes to better candidate quality, faster hiring processes, and improved employee readiness, which ultimately support higher performance. The effectiveness of BCA's strategy is supported by competency-based online assessments that evaluate technical, cognitive, and behavioral competencies, increasing the likelihood of recruiting employees who fit organizational needs and demonstrate strong performance.

Telkom Indonesia has integrated online recruitment into its digital transformation strategy through virtual interviews, online recruitment systems, and digital talent management platforms. This approach enables the company to attract digitally skilled employees needed to support organizational competitiveness. Studies indicate that digital recruitment helps Telkom attract younger and more technologically literate employees who exhibit higher adaptability, innovation, and performance in digital work environments (Ferdiansyah & Hendarman, 2024).

Despite its benefits, online recruitment faces several challenges. Automated screening systems may create algorithmic bias by favoring certain applicant profiles and overlooking qualified candidates. In addition, digital recruitment may be less effective in assessing soft skills, leadership potential, and cultural fit compared to direct interactions. In Indonesia, digital inequality and unequal internet access can also limit participation among candidates from rural or underserved areas. Therefore, organizations need to balance technological efficiency with inclusive recruitment practices.

The findings indicate that online recruitment positively affects employee performance by improving talent acquisition quality, enhancing employee-job fit, and expanding access to broader talent pools. The cases of BCA and Telkom Indonesia demonstrate that digital recruitment can strengthen workforce quality, accelerate hiring, and improve organizational competitiveness. However, its success depends on the effective integration of technology, human judgment, competency-based assessments, and inclusive recruitment policies.

Consequently, online recruitment should be viewed as a strategic human resource management practice that supports employee performance and long-term organizational success.

The Impact of Hybrid Working Practices on Organizational Effectiveness

The literature demonstrates that hybrid working practices influence organizational effectiveness through multiple interconnected dimensions, including operational efficiency, organizational agility, employee retention, workforce resilience, cost optimization, and organizational capability development. Organizational effectiveness refers to the extent to which an organization achieves its strategic objectives while utilizing available resources efficiently and adapting to environmental changes. In the digital era, hybrid working has emerged as a strategic mechanism that enables organizations to maintain productivity, enhance employee well-being, and improve long-term organizational sustainability (Collings et al., 2021).

One of the most significant contributions of hybrid working to organizational effectiveness is the improvement of operational efficiency. Traditional workplace models require organizations to invest heavily in office facilities, utilities, transportation support, and workspace maintenance. By adopting hybrid work arrangements, organizations can optimize operational costs while maintaining business continuity. Cost savings generated through reduced office occupancy can be redirected toward technology investments, employee development programs, and digital transformation initiatives. Consequently, organizations become more efficient in allocating resources and enhancing overall organizational performance. Furthermore, hybrid work enables organizations to maintain operational flexibility during periods of uncertainty, making them more resilient to external disruptions such as economic crises, natural disasters, or public health emergencies.

Another important mechanism through which hybrid working improves organizational effectiveness is by enhancing workforce flexibility and organizational agility. Organizational agility refers to an organization's ability to respond rapidly and effectively to changing market conditions, technological developments, and customer demands. Hybrid work arrangements allow organizations to adapt work processes without being constrained by physical workplace limitations. Employees can continue performing their responsibilities regardless of location, ensuring uninterrupted business operations. Studies indicate that organizations with well-established hybrid work systems are generally more capable of responding to environmental turbulence and maintaining service quality during periods of disruption.

Hybrid work also contributes to organizational effectiveness through improved employee retention and talent attraction. Modern employees increasingly prioritize flexibility and work-life balance when evaluating employment opportunities. Organizations that offer hybrid work arrangements are often perceived as more attractive employers and are therefore better positioned to recruit and retain highly qualified talent. Reduced employee turnover contributes directly to organizational effectiveness by lowering recruitment and training costs while preserving organizational knowledge and expertise. Research consistently shows that organizations implementing flexible work arrangements experience higher employee satisfaction and stronger organizational commitment, both of which support long-term performance outcomes.

Furthermore, hybrid work facilitates the development of organizational resilience. Organizational resilience refers to the capacity of an organization to absorb disruptions, recover from crises, and continue functioning effectively under adverse conditions. The COVID-19 pandemic demonstrated that organizations with digital infrastructure and hybrid work capabilities were better prepared to sustain operations than organizations that relied exclusively on traditional office-based systems. Hybrid work therefore functions not only as a workplace

arrangement but also as a strategic risk management tool that strengthens organizational continuity and adaptability.

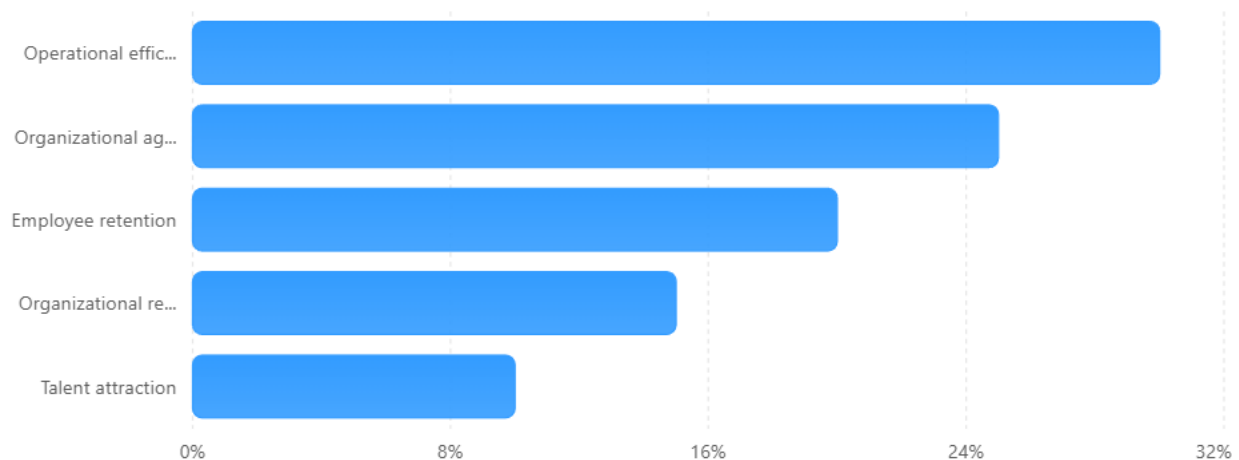


Figure 3. Literature-Based Synthesis of Hybrid Working Contributions to Organizational Effectiveness

PT Telkom Indonesia successfully institutionalized hybrid working as part of its digital transformation strategy by utilizing cloud-based collaboration tools, virtual communication platforms, and digital performance management systems. Research at Telkom Indonesia Regional Bogor found that hybrid work improved organizational performance by maintaining employee productivity, increasing flexibility, and encouraging output-based performance evaluation rather than physical attendance. This case demonstrates that hybrid work can enhance organizational effectiveness when supported by strong digital infrastructure, adaptive leadership, and clear performance measurement systems.

Studies involving employees in banking, insurance, and consulting firms in Jakarta, Surabaya, and Bandung found that hybrid work significantly improved organizational performance through better employee well-being, work-life balance, and autonomy. Employee well-being partially mediated the relationship between hybrid work and organizational performance, contributing to higher productivity, service quality, and employee retention. These findings indicate that hybrid work supports organizational effectiveness both directly through productivity gains and indirectly through stronger engagement and organizational commitment.

In the public sector, hybrid work implementation at the Ministry of Home Affairs improved administrative flexibility and service continuity. However, challenges such as unequal technological infrastructure, inconsistent implementation, and limited performance evaluation systems reduced its overall effectiveness. This case highlights that successful hybrid work depends not only on flexible work arrangements but also on organizational readiness, digital governance, and effective coordination.

Despite its benefits, hybrid work may create challenges related to organizational culture, team cohesion, communication, and knowledge sharing, potentially reducing collaboration and innovation (Waizenegger et al., 2020). In addition, managers may face difficulties evaluating employee performance in hybrid environments, requiring a shift from attendance-based to outcome-based performance systems. Technological disparities and differences in digital competence can also affect collaboration and performance, making continuous investment in digital infrastructure, employee training, and leadership development essential.

The findings suggest that hybrid work enhances organizational effectiveness by improving operational efficiency, organizational agility, talent retention, and organizational resilience. The cases of Telkom Indonesia, service-sector organizations, and the Ministry of

Home Affairs demonstrate that the success of hybrid work depends on organizational readiness, technological infrastructure, leadership quality, and effective performance management. Therefore, hybrid working should be viewed as a strategic organizational capability that supports long-term competitiveness and sustainability in the digital era.

The Impact of Online Recruitment Strategies on Organizational Effectiveness

Online recruitment strategies have become a critical component of contemporary human resource management because they directly influence organizational effectiveness through improved talent acquisition, workforce quality, operational efficiency, and strategic competitiveness. Organizational effectiveness refers to an organization's ability to achieve its objectives efficiently while adapting to environmental changes and maintaining long-term sustainability (Jiang et al., 2024). Since human capital is widely recognized as a strategic resource, the quality of recruitment practices significantly determines organizational performance and effectiveness.

From the perspective of the Resource-Based View (RBV), organizations gain sustainable competitive advantage when they possess valuable, rare, inimitable, and non-substitutable human resources (Zvarimwa & Zimuto, 2022). Online recruitment facilitates access to broader and more diverse talent pools, enabling organizations to attract candidates whose competencies align closely with organizational goals and strategic requirements. Unlike traditional recruitment methods that are geographically constrained and time-consuming, online recruitment platforms allow employers to engage with potential applicants across regional and national boundaries, thereby increasing the likelihood of identifying high-quality candidate.

One of the most significant contributions of online recruitment to organizational effectiveness is the reduction of recruitment cycle time. Traditional hiring processes often involve substantial administrative work, including manual application screening, physical document management, and lengthy communication procedures. Digital recruitment systems automate many of these tasks, significantly reducing time-to-hire and enabling organizations to fill critical vacancies more rapidly. Faster recruitment processes help minimize productivity losses that occur when essential positions remain vacant for extended periods. Consequently, organizations can maintain operational continuity and improve overall performance.

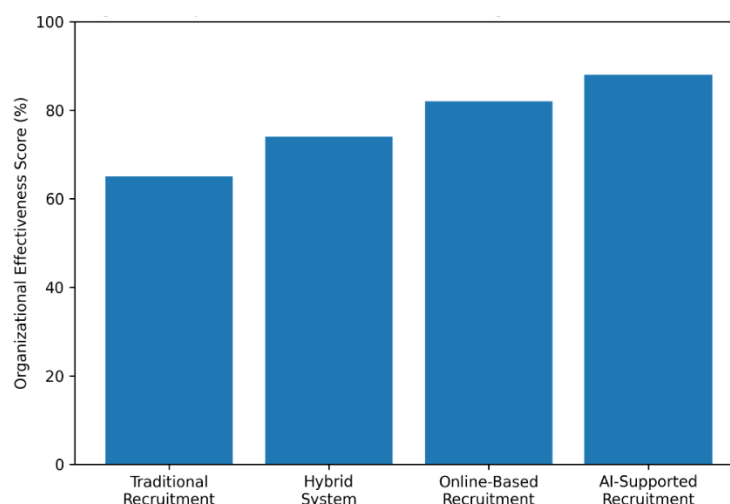


Figure 4. Impact of Online Recruitment on Organizational Effectiveness

Moreover, online recruitment systems enhance decision-making quality through the integration of data analytics and artificial intelligence (AI)-supported assessment tools. Modern e-recruitment platforms collect and analyse extensive applicant data, allowing recruiters to

evaluate candidate suitability based on objective criteria rather than subjective judgments. Recruitment analytics can provide insights into applicant sources, hiring success rates, recruitment costs, and employee retention patterns, thereby supporting evidence-based workforce planning and talent management decisions. Such analytical capabilities contribute to organizational effectiveness by improving recruitment accuracy and reducing the likelihood of poor hiring decisions.

Another important dimension is workforce diversity and innovation. Research indicates that organizations with diverse workforces are more likely to generate innovative ideas, improve problem-solving capabilities, and achieve superior organizational performance (Alshemmari & Al Monawer, 2024). Online recruitment platforms enable organizations to reach candidates from different geographical regions, educational backgrounds, demographic groups, and professional experiences. This broader reach increases opportunities to build diverse teams capable of responding effectively to dynamic market conditions and organizational challenges.

Additionally, online recruitment enhances employer branding, which indirectly contributes to organizational effectiveness. Organizations increasingly use corporate websites, professional networking platforms such as LinkedIn, and social media channels to communicate their values, culture, and employment opportunities. A strong digital employer brand attracts high-quality applicants and strengthens organizational reputation in competitive labour markets (Wijaya et al., 2023). Candidates often evaluate employers based on their online presence before submitting applications, making digital recruitment channels an important strategic tool for attracting top talent.

However, despite these advantages, online recruitment also presents challenges that may negatively affect organizational effectiveness if not managed properly. Excessive reliance on automated screening systems can lead to the exclusion of potentially valuable candidates whose qualifications do not perfectly match algorithmic criteria (Black & van Esch, 2020). Such systems may unintentionally introduce biases, overlook transferable skills, or fail to recognize candidates with unconventional career paths but strong potential. Therefore, organizations must combine technological efficiency with human judgment to ensure comprehensive candidate evaluation.

Furthermore, online recruitment may generate an overwhelming number of applications, particularly for highly attractive positions. While a large applicant pool increases selection opportunities, it can also create information overload for recruiters and complicate candidate assessment processes. Organizations that lack sophisticated recruitment management systems may experience reduced hiring efficiency despite adopting digital recruitment technologies.

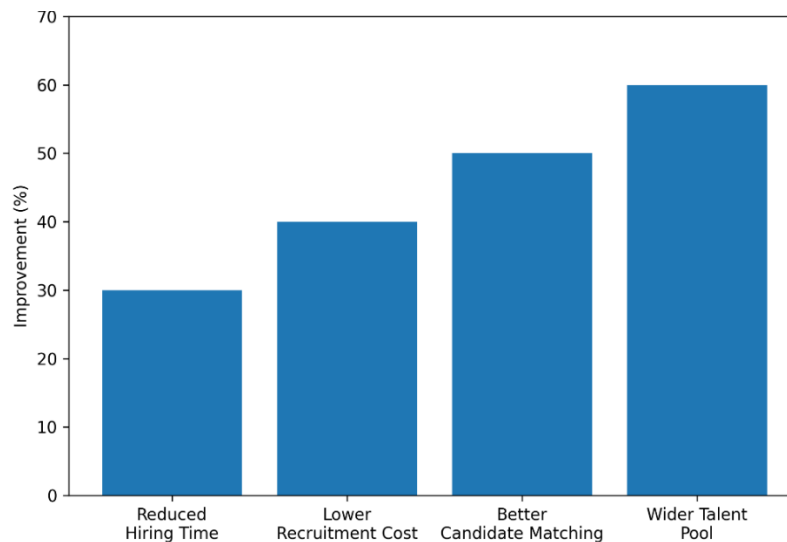


Figure 5. Key Benefits of Online Recruitment Strategies

The implementation of online recruitment in Indonesia can be observed in PT Bank Rakyat Indonesia (BRI), which adopted digital recruitment platforms, online assessments, and virtual interviews, particularly during the COVID-19 pandemic. These initiatives enabled BRI to maintain recruitment continuity, reduce processing costs, and attract applicants from diverse regions across Indonesia, thereby expanding its talent pool and supporting workforce sustainability.

Similarly, PT Telkom Indonesia utilizes integrated digital recruitment systems through its career portal, incorporating online applications, psychometric assessments, and virtual interviews. This technology-driven approach has improved the efficiency of recruiting digital talent and strengthened organizational capabilities in support of the company's digital transformation strategy.

The growing use of digital recruitment platforms such as JobStreet Indonesia, Kalibrr Indonesia, and Glints further demonstrates the contribution of online recruitment to organizational effectiveness. These platforms employ algorithm-based matching systems and predictive analytics to enhance candidate-job fit, reduce recruitment costs, and improve hiring outcomes (Li et al., 2025).

Empirical evidence from Indonesia also supports these findings. Research by (Irshad et al., 2024) reported that e-recruitment positively affects recruitment effectiveness by increasing applicant numbers, improving efficiency, and lowering hiring costs. Likewise, (Epebinu et al., 2024) found that digital recruitment contributes to organizational performance by facilitating access to qualified talent and accelerating hiring processes.

Overall, online recruitment strategies enhance organizational effectiveness through improved talent acquisition, recruitment efficiency, and workforce planning. However, organizations should balance technological tools with human judgment to ensure sustainable and effective recruitment outcomes.

The findings indicate that hybrid working practices and online recruitment strategies are interconnected components of contemporary digital human resource management. Together, these practices create a mutually reinforcing system that enhances employee performance and organizational effectiveness.

Hybrid work environments require organizations to recruit individuals who possess digital competencies, adaptability, self-management skills, and collaborative capabilities. Online recruitment systems provide an effective mechanism for identifying and attracting such candidates. Simultaneously, hybrid work arrangements enhance organizational attractiveness

among prospective employees seeking flexibility and work-life balance, thereby strengthening recruitment outcomes.

The integration of hybrid work and digital recruitment supports the development of agile, resilient, and technology-enabled organizations. Organizations that successfully combine these practices are more likely to attract high-quality talent, maintain employee engagement, improve productivity, and achieve sustainable competitive advantages in increasingly dynamic business environments.

The findings of this review support the growing body of digital human resource management literature that emphasizes the strategic role of flexible work arrangements and digital recruitment in organizational success. Hybrid working practices positively influence employee performance by enhancing autonomy, flexibility, and work-life balance. At the same time, online recruitment strategies improve talent acquisition quality, which subsequently contributes to higher employee performance and organizational effectiveness.

From a theoretical perspective, these findings align with the Resource-Based View (RBV), which suggests that human resources represent valuable organizational assets capable of generating sustainable competitive advantage. Hybrid working practices and online recruitment strategies function as strategic mechanisms for optimizing the acquisition, development, and utilization of human capital.

From a practical perspective, organizations should focus on developing integrated digital HR strategies that combine flexible work arrangements with advanced recruitment technologies. Investment in digital infrastructure, employee training, leadership development, and data-driven recruitment systems is essential for maximizing the benefits of these practices. Furthermore, organizations should establish clear performance management frameworks and maintain strong organizational cultures to mitigate the challenges associated with hybrid work environments.

CONCLUSION

This study concludes that hybrid working practices and online recruitment strategies are significant drivers of employee performance and organizational effectiveness in the digital era. Hybrid working enhances employee productivity through greater flexibility, autonomy, work-life balance, and well-being, while online recruitment improves workforce quality by facilitating efficient talent acquisition, better employee-job fit, and broader access to qualified candidates. Together, these practices contribute to higher employee engagement, improved performance, and stronger organizational outcomes.

Furthermore, the integration of hybrid work and digital recruitment supports organizational agility, resilience, and long-term competitiveness. Organizations that effectively combine flexible work arrangements with technology-driven recruitment systems are better positioned to attract and retain high-quality talent while adapting to rapidly changing business environments. However, the successful implementation of these practices requires adequate digital infrastructure, effective leadership, outcome-based performance management, and a balance between technological efficiency and human judgment. Therefore, organizations should develop integrated digital human resource management strategies to maximize the benefits of hybrid work and online recruitment for sustainable organizational success.

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