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Human Resource Recruitment Strategies for Improving Organizational Quality and Competitiveness

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Abstract
This study aims to analyze human resource recruitment strategies for improving organizational quality and competitiveness. It employs a descriptive qualitative approach using a literature review method. Data were collected by examining relevant journal articles and other scholarly sources, then analyzed through identification, categorization, comparison, and synthesis of findings based on the main research themes. The findings indicate that recruitment effectiveness is determined by accurate workforce planning, competency-based qualification criteria, and the implementation of recruitment methods that align with organizational needs. The use of digital technology and social media also has the potential to broaden the reach of prospective candidates and improve recruitment efficiency. However, these practices must be accompanied by objective candidate assessments, competency validation, and consideration of candidates' compatibility with organizational culture. Therefore, well-planned, competency-based recruitment strategies supported by the appropriate use of technology can help organizations acquire qualified human resources, improve productivity, and strengthen their competitiveness sustainably.

INTRODUCTION

Human resources (HR) are one of the strategic factors that determine an organization's ability to achieve its goals, increase productivity, and maintain competitiveness amid a changing work environment. Technological developments, the dynamics of market needs, and rising demands for professionalism push organizations to have a workforce that is competent, adaptive, and able to contribute to the achievement of long-term goals. Under these conditions, HR management cannot be carried out merely through the division of tasks and the supervision of performance; it must begin with the process of obtaining a workforce that fits the organization's needs. Sobari & Rony (2025) explain that recruitment, selection, competency, and training systems are interrelated elements in building HR quality and supporting competitive advantage. Recruitment therefore needs to be positioned as part of organizational strategy, not merely an administrative activity to fill vacant positions.

Recruitment is the process of attracting prospective workers whose qualifications match the requirements and needs of the organization. Effective recruitment requires workforce needs planning, job analysis, the determination of candidate criteria, and the selection of appropriate recruitment sources. Arfin (2022) emphasizes the importance of the role of the human resources department in planning, recruitment, and selection in order to obtain superior workers. This view shows that the success of recruitment is determined not only by the number of applicants but also by the match between the competencies of prospective workers and the responsibilities of the job. Along the same lines, Putri et al. (2025) explain that recruitment strategies need to consider organizational needs, the use of technology, and efforts to attract quality candidates. Organizations therefore need to design recruitment strategies based on actual needs and the direction of organizational development so that the workforce obtained can contribute optimally.

In practice, organizations face challenges in the form of mismatched applicant competencies, competition for quality talent, budget limitations, and changes in candidate search methods resulting from the development of digital technology. The use of digital media can broaden the reach of vacancy information and make it easier for organizations to find candidates from various backgrounds. However, the use of technology needs to be accompanied by objective assessment mechanisms so that recruitment decisions are not based merely on administrative convenience or first impressions of applicants. Salsabila et al. (2025) identify workforce needs planning, job analysis, the selection of recruitment sources, and the use of digital technology as important aspects

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of recruitment strategy. In addition, competency-based recruitment can help organizations link job requirements with the knowledge, skills, and characteristics of the candidates needed. Technological developments thus need to be used proportionally and remain accompanied by the principles of transparency, fairness, and competency fit.

An appropriate recruitment strategy has the potential to support improvements in HR quality while strengthening organizational competitiveness. Candidates whose competencies match job demands can help improve the effectiveness of task performance, service quality, productivity, and the organization's ability to respond to change. Fachrunisa et al. (2026) examine competency-based recruitment management as a strategy for improving HR quality, highlighting the fit between individual competencies and job requirements. Even so, the relationship between recruitment and organizational performance does not always operate directly. Ghaniynaafi & Swasti (2025) found that recruitment can contribute to organizational performance through HR professionalism, whereas the direct effect of recruitment in that study was not significant. This finding shows that the quality of recruitment needs to be supported by competency development, professionalism building, and performance management so that its contribution to competitiveness can be realized sustainably.

A number of studies have discussed recruitment from the perspectives of HR planning, the use of digital technology, competency-based recruitment, and its relationship to competitive advantage. However, the topic still needs to be synthesized to explain the relationship among strategies for obtaining candidates, improving workforce quality, and strengthening organizational competitiveness within a single framework of discussion. This article seeks to integrate these three aspects through a literature review that positions recruitment as part of strategic HR management. The novelty offered lies in a conceptual synthesis of how workforce needs planning, a competency-based approach, the use of technology, and objective selection can support one another in building HR quality and organizational competitiveness. This synthesis is not intended as a claim that the topic has never been studied, but as an effort to connect the findings of previous research in a directed manner.

Based on the above description, this article aims to analyze human resource recruitment strategies for improving workforce quality and organizational competitiveness, to identify the factors that support the effectiveness of their implementation, and to formulate efforts to optimize recruitment in facing changes in the work environment. The study uses a descriptive qualitative approach with a literature review method, namely reviewing and synthesizing relevant journal articles and academic sources. The results are expected to provide a conceptual contribution to the development of HR management and to serve as practical consideration for organizations in designing recruitment processes that are planned, objective, competency-based, and oriented toward sustainable competitiveness.

RESEARCH METHOD

This study uses a descriptive qualitative approach with a literature review method. This method is used to examine and analyze various scientific sources relevant to human resource recruitment strategies for improving organizational quality and competitiveness. The literature study was carried out through the searching, reviewing, evaluating, and synthesizing of information from journal articles, academic books, and scientific publications that fit the focus of the research (Jaya et al., 2023). The research data come from national scientific journal articles, academic books, and other scientific publications relevant to the focus of the review. The literature search was conducted through Google Scholar, Garuda, and official journal websites using the keywords human resource recruitment strategy, competency-based recruitment, human resource quality, and organizational competitiveness.

Literature was selected based on topic suitability, source credibility, clarity of bibliographic information, and the relevance of the findings to the research objectives. The literature used was prioritized from publications of 2020–2026, while still considering earlier relevant sources as a conceptual foundation. The collected data were analyzed descriptively through the identification of key information, grouping by theme, comparison of research results, and synthesis of findings. The analysis focused on recruitment planning, the competency-based approach, the use of digital technology, the objectivity of selection, and the contribution of recruitment to HR quality and organizational competitiveness. The results of the analysis were then presented in the form of a systematic description in order to obtain a comprehensive understanding and to formulate conclusions in accordance with the research objectives.

RESULTS AND DISCUSSION

Recruitment as a Human Resource Management Strategy

Recruitment is one of the strategic functions in human resource management because it determines the organization's ability to obtain a workforce that fits the needs and goals it wishes to achieve. Recruitment is understood not only as the activity of filling vacant positions but also as the process of building the availability of a workforce that supports operational continuity and organizational development. In this context, recruitment planning needs to be integrated with human resource planning so that workforce needs, job qualifications, and the strategic direction of the organization can run in harmony. Athena et al. (2026) explain that a recruitment strategy integrated with HR planning helps organizations meet their workforce needs in a more directed and efficient way, in line with the organization's competencies and values.

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Recruitment as an HR management strategy also requires organizations to consider the quality of candidates, not merely the number of applicants gathered. Organizations need to identify job requirements, determine relevant qualifications, and choose recruitment sources that make it possible to obtain potential candidates. In the research of Elmanisar et al. (2024), recruitment and selection are positioned as an important part of HR management for obtaining individuals who fit the organization's needs. This shows that the effectiveness of recruitment depends on the linkage among workforce needs planning, candidate criteria, and the selection mechanisms applied. Recruitment therefore needs to be carried out systematically so that decisions on hiring staff are not based only on short-term needs but also consider the candidate's contribution to the organization's goals.

In addition, Kristanto et al. (2024) show that HR planning, recruitment, and selection simultaneously have a positive and significant relationship with employee performance in their research object. This finding reinforces the view that recruitment should not be carried out in isolation but should be part of an interconnected HR management system. However, these results need to be understood according to the research context and cannot be generalized directly to all types of organizations.

Based on this synthesis, recruitment as an HR management strategy can be understood through three main aspects, namely the fit between workforce needs and organizational goals, the fit between candidates' competencies and job requirements, and the integration of recruitment with development and performance management. These three aspects show that the success of recruitment cannot be measured merely by whether vacant positions are filled, but also by its ability to provide a workforce that supports operational effectiveness and organizational sustainability. Organizations therefore need to make recruitment a strategic investment in building HR quality and strengthening long-term competitiveness.

Recruitment Planning Based on Needs and Competencies

Recruitment planning based on needs and competencies is an important stage for ensuring that the workforce obtained matches job demands and the direction of organizational development. This planning begins with identifying workforce needs, analyzing workloads, and determining the qualifications required to carry out tasks effectively. Organizations need to set job requirements clearly, covering the relevant level of education, experience, knowledge, skills, and behavioral characteristics. With systematic planning, recruitment is not carried out merely to fill vacancies but is directed at obtaining candidates who can contribute to the achievement of organizational goals.

From the perspective of HR management, a competency-based approach helps organizations link job requirements with the real abilities of prospective workers. Elmanisar et al. (2024) explain the importance of recruitment and selection in obtaining human resources that fit the organization's needs. This principle shows that candidate criteria need to be determined before the process of searching for and assessing applicants begins. Clear criteria can serve as a basis for drafting vacancy announcements, determining selection methods, and comparing candidates' abilities more objectively. Competency-based planning can thus reduce the risk of a mismatch between individual abilities and job responsibilities.

Recruitment planning also needs to be based on workforce needs forecasting and job analysis. Zulkurnain et al. (2025) place workforce needs forecasting and job analysis as the basis of HR planning to ensure the availability of staff according to organizational needs, in terms of both number and quality. This means that organizations need to know which positions require workers, what workloads must be handled, and which competencies are not yet available before opening a recruitment process. In addition, Samsudin et al. (2024) explain that competency is an important element in HR planning because the knowledge and skills of the workforce can support the organization's ability to face competition.

Based on this description, recruitment planning based on needs and competencies needs to be carried out through three main steps, namely identifying workforce needs, formulating job competency standards, and determining appropriate recruitment and selection methods. These three steps help organizations obtain candidates based on real needs, not merely to fill vacant positions. In relation to competitiveness, proper planning can become the foundation for forming a competent and productive workforce. Systematic, competency-based recruitment planning is thus an important step toward improving HR quality while supporting the achievement of organizational goals sustainably.

Conventional and Digital Recruitment Strategies in Improving HR Quality and Organizational Competitiveness

Recruitment strategies can be carried out through conventional and digital approaches according to the needs, the characteristics of the job, and the resources the organization has. Conventional recruitment is generally carried out through vacancy announcements in print media, information from professional networks, cooperation with educational institutions, and employee referrals. This approach enables organizations to reach candidates through professional relationships and known sources. Digital recruitment, meanwhile, makes use of job sites, social media, professional platforms, and internet-based application systems. The difference between the two approaches lies in the media and the reach of the candidate search, while the main objective remains the same, namely obtaining applicants who fit the requirements of the position.

The development of information technology has changed the way organizations search for and reach prospective workers. Digital recruitment allows vacancy information to be disseminated more widely, speeds up

the receipt of application documents, and eases communication between the organization and applicants. Jatmiko et al. (2024) discuss the role of information technology in the recruitment process in human resource planning, which shows the relevance of using technology to support the candidate search process. The use of technology can help organizations manage applicant information in a more structured way, especially when the number of registered candidates is quite large. Nevertheless, these benefits depend on the readiness of the infrastructure, the capabilities of HR managers, and the suitability of the systems used to the organization's needs.

The research of Setiawan & Prianthara (2024) shows that the use of job vacancy applications can speed up the search for and screening of candidates, while also easing communication between the organization and applicants. Meanwhile, Rizqi and Swasti (2024) found that the use of Instagram in recruitment can broaden the reach of vacancy information and increase the company's visibility among prospective workers. These findings show that digital media function not only as a means of disseminating information but also as a medium for building the organization's image as an attractive place to work.

Even so, conventional recruitment remains relevant, especially when organizations need direct communication, interpersonal assessment, or access to candidates through professional networks. Yusup et al. (2026) show that digital recruitment offers time efficiency and a wider candidate reach, while the conventional approach is still useful for directly assessing character and communication. The choice of recruitment method should therefore not be based on the assumption that the digital approach is always superior, but on its suitability to the job requirements, the characteristics of the candidates, and the capacity of the organization.

Based on this synthesis, a strategy that can be considered is hybrid recruitment, which combines digital media to broaden candidate reach with the conventional approach to strengthen communication and direct assessment. Organizations can disseminate vacancies through digital platforms, receive applications online, carry out initial screening based on job criteria, and then continue the process with interviews or direct assessment as needed. This approach has the potential to increase efficiency without neglecting the quality of candidate assessment. The effectiveness of a recruitment strategy is thus determined by the organization's ability to integrate the available methods appropriately, objectively, and in line with the goals of HR management.

CONCLUSION

Human resource recruitment is one of the important strategies in organizational management because it determines the quality of the workforce that will contribute to the achievement of organizational goals. Based on the results of the literature review, the success of recruitment is determined not only by the organization's ability to attract prospective employees but also by the accuracy of workforce needs planning, the clarity of job analysis, and the fit of candidates' competencies with the positions required. Recruitment processes therefore need to be carried out systematically, objectively, transparently, and with an orientation toward the organization's needs.

The use of conventional and digital recruitment strategies can be an alternative for broadening candidate reach, improving the efficiency of the selection process, and easing access to job vacancy information. However, the use of technology needs to be balanced with objective assessment, competency validation, and consideration of the candidate's fit with the organization's values and culture. In the authors' conclusion, an effective recruitment strategy is a combination of needs-based planning, competency-based selection, and the appropriate use of technology. The application of such a strategy is expected to produce quality human resources, increase productivity, and strengthen organizational competitiveness sustainably.

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