

Digital Transformation in Volunteer Recruitment: An Information Systems Perspective

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Abstract

The increasing reliance on digital technologies has reshaped human resource practices across various sectors, yet studies on how digital information systems support volunteer recruitment within faith-based and community organizations remain limited. Traditional recruitment methods often face challenges related to administrative inefficiency, limited outreach, and inadequate data validation. This study aims to analyze the role of digital information systems in improving the effectiveness, efficiency, and accountability of volunteer recruitment processes within a community-based religious organization. A descriptive qualitative case study was employed, involving in-depth interviews with recruitment administrators, senior volunteers, and newly registered volunteers. Additional data were collected through digital documentation, online registration forms, social media content, and non-participant observation. Thematic analysis was used to identify patterns relating to recruitment stages, system integration, and user responses. The findings reveal that digital information systems particularly social media platforms, messaging applications, and online registration forms significantly streamline the recruitment process. These tools accelerate information dissemination, simplify administrative screening, and enhance data validation through combined digital and offline verification. The system also increases the accessibility of recruitment channels and contributes to a higher number and better quality of volunteer applicants. Minor challenges such as input errors and communication gaps were present but easily resolved due to the digital literacy of most users. This study demonstrates that integrating digital information systems into volunteer recruitment enhances operational efficiency, strengthens communication, and improves the overall quality of human resource management in community-based organizations. The findings can serve as a model for religious, social, and non-profit institutions seeking to digitize their recruitment workflows. The study offers a new perspective by examining the digital transformation of volunteer recruitment within a religious community setting an area rarely explored in prior research. It highlights a hybrid model of recruitment that combines online administration with offline validation, ensuring both efficiency and authenticity in volunteer selection.

Keyword : *information system, volunteer recruitment, PASKAS, Munzalan Ship Mosque*

INTRODUCTION

The rapid development of information technology has brought significant changes to various organizational operational functions, including human resource management (HRM).

Digitalization has enabled recruitment, selection, and employee management processes to become more efficient, accurate, and measurable. Previous studies demonstrate that the use of information systems in HRM enhances the effectiveness of planning and executing recruitment activities. Jatmiko et al. (2024) emphasize that information technology plays a strategic role in expanding candidate reach and improving the precision of selection processes. Similarly, Kusuma (2024) highlights that Management Information Systems accelerate applicant data processing and improve decision-making quality.

From a broader perspective, the integration of Human Resource Management Information Systems (HRMIS) affects not only recruitment but also contributes to performance evaluation and employee development through more accurate and sustainable data analytics (Hizbulloh, 2025). Putri and Universitas Mercu Buana (2019) found that HRIS supports organizations in managing recruitment processes systematically and reduces administrative errors. Conversely, the study by Soleh et al. revealed that manual systems in recruitment result in inefficiency and may lead to errors in decision-making. These findings indicate that digital systems are essential for modern organizations seeking to improve the quality of HR governance.

However, the implementation of information systems in recruitment does not always run optimally. Challenges such as resistance to change, user training requirements, and inconsistent system integration remain obstacles in many institutions. Moreover, most previous studies have focused on corporations or formal institutions, while research on the adoption of information systems for recruitment within religious organizations, social communities, or faith-based institutions remains limited. Existing literature in this domain generally discusses aspects such as staff development, performance evaluation, or competency enhancement, but provides insufficient attention to recruitment mechanisms as the entry point that determines the quality of human resources.

This gap in the literature forms the foundation of the present study. This research offers a new perspective by examining the integration of information systems within the volunteer recruitment processes of a modern religious organization with complex non-profit human

resource dynamics. The study focuses on how digital technologies—such as social media, instant messaging applications, and online registration forms—are utilized to expand recruitment reach, streamline administrative procedures, and validate applicant data more accountably.

Through this approach, the study provides both theoretical and practical contributions to the literature on digital transformation in HRM within religious organizations. Theoretically, it enriches the understanding of information system applications in volunteer recruitment—an area that remains underexplored. Practically, the findings can serve as a model for religious institutions, social communities, and non-profit organizations seeking to optimize digital-based recruitment as part of improving human resource governance.

METHOD

This study employed a descriptive qualitative approach using a case study design. This approach was selected to obtain an in-depth understanding of the volunteer recruitment process and the role of information systems in supporting that process within the organizational context. The case study method allowed the phenomenon to be examined intensively and contextually, considering that the recruitment practices observed represent a unique model specific to the organizational environment under study.

The population consisted of all individuals involved in the volunteer recruitment process, including recruitment administrators, organizational leaders, senior members, new volunteers, and information system administrators. Participants were selected using purposive sampling, allowing the researcher to intentionally choose informants based on their involvement and knowledge of recruitment activities. The key informants included administrators, senior members, and newly recruited volunteers, ensuring that the data collected were relevant and sufficiently rich for analysis.

The primary research instrument was the researcher, who functioned as the “human instrument” responsible for planning, collecting, interpreting, and analyzing data. Supporting instruments included semi-structured interview guides designed to explore recruitment

procedures, the use of digital media, challenges encountered, and data validation mechanisms. Observation sheets were used to record recruitment activities and interactions on digital platforms such as WhatsApp and Google Forms. Documentation—consisting of internal archives, event photographs, social media posts, and online registration records—complemented the data collection process. Data validity was strengthened through source triangulation, technique triangulation, and member checking by reconfirming interview findings with informants.

The research procedure consisted of three stages. The pre-field stage involved preparing the research proposal, developing interview guidelines, securing organizational permission, and identifying potential informants. The data collection stage included conducting in-depth interviews, direct observation of recruitment activities and digital communication flows, and gathering supporting documents such as online forms, organizational structures, and official social media content. The final stage was data analysis, carried out interactively following the Miles and Huberman model. The steps included data reduction through coding and categorization, data display using narrative descriptions and recruitment process mapping, and conclusion drawing focused on the role of information systems in enhancing recruitment effectiveness.

Data sources were derived from both primary and secondary materials. Primary data included interviews with administrators, recruitment teams, social media managers, and new volunteers, as well as observations of recruitment activities. Secondary data consisted of internal documents, online registration archives, organizational structure records, digital recruitment flyers, and social media content. Together, these methods provided a comprehensive and contextualized understanding of the volunteer recruitment process and the contribution of information systems in supporting it.

RESULT

Organizational Human Resource Structure

The study identifies a well-defined human resource structure consisting of three

primary categories: permanent staff, volunteers, and congregants. Permanent staff manage daily operational activities, administration, and core programs; volunteers contribute to program implementation without financial compensation; and congregants serve as service recipients, donors, and the base of community engagement.

Table 1. Human Resource Categories and Key Characteristics

HR Category	Characteristics	Main Roles
Permanent Staff	Paid, fixed working hours, administrative roles	Operations, administration, program execution
Volunteers	Unpaid, aged 20–30, flexible schedules	Social program support, logistics, event assistance
Congregants	Community participants, donors	Recipients of services, community engagement

The synergy among these groups contributes to the sustainability of social, religious, and administrative functions within the organization.

Volunteer Recruitment Pathways

Volunteer recruitment is conducted through three major channels event-based recruitment, collaborative recruitment, and digital open recruitment. These complementary pathways enhance outreach and attract diverse candidates. These pathways ensure continuous volunteer inflow and foster a broad recruitment ecosystem.

Table 2. Volunteer Recruitment Pathways

Recruitment Pathway	Description	Target Segment
Event-based	Prospective volunteers join after participating in major events	General public, event attendees
Collaboration-based	Partnership with universities and youth communities	Students, youth activists
Digital open recruitment	Social media announcements linked to messaging platforms & online forms	Tech-savvy youth, digital users

Digitalized Recruitment Workflow

The recruitment workflow progresses through six sequential phases, integrating digital and offline procedures to ensure efficiency and authenticity. The final stage offline validation serves as the primary authenticity checkpoint, filtering out uncommitted or fraudulent applicants.

Table 3. Stages of the Digital Recruitment Workflow

Stage	Activity	Output
1	Exposure through social media	Awareness, initial interest
2	Consultation via messaging platforms	Clarification and confirmation
3	Completion of online form	Submission of personal data and documents
4	Initial verification	Candidate screening
5	Orientation sessions	Introduction to roles and organizational values
6	Offline interview validation	Confirmation of identity and commitment

Recruitment Governance and Coordination

Recruitment activities are overseen by a structured management division led by coordinators, supported by secretaries, treasurers, and senior volunteers. Senior volunteers (2–3 years of experience) play a critical role in decision-making due to their familiarity with operational needs. This governance structure ensures consistency, fairness, and sustainability in volunteer management.

Table 4. Roles of Recruitment Management Team

Role	Responsibility
Coordinator	Oversight of recruitment workflow
Secretary	Documentation, communication management
Treasurer	Budget and logistics for recruitment events
Senior Volunteers	Selection, evaluation, mentoring

Integration and Function of Information Systems

Information systems play a central role in operational efficiency. Platforms such as

social media, messaging applications, and online registration forms streamline administrative procedures and enhance communication. The adoption of technology results in faster processing, reduced administrative burden, and broader recruitment reach.

Table 5. Functions of Digital Platforms in Recruitment

Platform	Function	Contribution
Social Media	Dissemination of recruitment announcements	Expands outreach
Messaging App	Direct interaction, inquiries, coordination	Enhances communication quality
Online Forms	Data collection and document submission	Paperless, systematic screening

Technical Challenges Encountered

Minor challenges were identified during data collection. These issues are considered normal within digital systems and generally involve human error. Despite these challenges, no major disruptions occurred in the recruitment flow.

Table 6. Common Technical Challenges

Challenge	Description	Impact
Data entry errors	Incomplete or incorrect information in online forms	Easily corrected
Miscommunication	Delays or unclear messages via chat	Minimal disruption
Variations in digital literacy	Differences in applicant competence	Manageable due to youth-dominated applicants

Volunteer Responses Toward Digital Systems

Volunteers expressed highly positive feedback, emphasizing the ease, speed, and accessibility of the digital recruitment process. The paperless format and the absence of physical document requirements greatly improved convenience. Key Findings from Volunteer Responses: Online systems made the process fast and less bureaucratic, paperless registration reduced administrative burden, messaging platforms created comfortable, real-

time communication, younger applicants appreciated the digital interface. This positive response indicates strong acceptance and suitability of digital methods for youth-centric volunteerism.

Multi-Layered Data Validation Mechanism

Although the registration system is digital, the organization employs a strict two-step validation system: online screening and offline verification. Applicants who fail to attend validation sessions or do not respond to communication are automatically removed from the process. This hybrid model ensures accountability and prevents fake identities from entering the organization.

Table 7. Hybrid Data Validation Process

Validation Type	Method	Purpose
Digital validation	Checking online forms & uploaded documents	Screening for accuracy & completeness
Offline validation	Face-to-face interviews	Confirming identity, commitment, authenticity

DISCUSSION

The findings of this study demonstrate that the integration of digital information systems significantly strengthens the effectiveness of volunteer recruitment within a religious-based community organization. The presence of structured human resource categories permanent staff, volunteers, and congregants illustrates a hybrid organizational ecosystem that requires flexible yet systematic recruitment mechanisms. This aligns with prior research emphasizing that modern organizations must adapt HR practices to accommodate both formal and non-formal workforce structures (Jatmiko et al., 2024; Kusuma, 2024). The clear division of roles and responsibilities found in this study reinforces the argument that organizational clarity is essential for sustaining volunteer engagement, particularly in non-profit settings.

The recruitment process identified in this research combining event-based,

collaborative, and digital pathways indicates a multifaceted approach consistent with contemporary HR literature. Digital pathways, in particular, mirror global shifts toward online recruitment facilitated by social media and digital communication tools (Putri, 2019). However, unlike corporate environments where digital recruitment is highly standardized, this study reveals the need for personalized, value-based interactions in volunteer recruitment. The offline validation stage emphasizes moral commitment, motivation, and authenticity, suggesting that digital tools alone are insufficient to assess volunteer suitability within religious community contexts. This supports Hizbulloh's (2025) argument that human interaction must complement digital systems to maintain organizational values and integrity. The integration of digital systems such as social media, messaging applications, and online registration forms was found to streamline administrative tasks and expand recruitment reach. These outcomes are consistent with studies highlighting the efficiency gains offered by digital platforms in HR practices (Kusuma, 2024). Yet, this research contributes a unique insight by showing how digital systems can be contextualized within faith-based volunteerism. The technology does not merely replace manual processes; it amplifies inclusivity, reduces administrative burden, and facilitates communication, particularly for younger, tech-savvy volunteers. This insight advances the literature by demonstrating that religious organizations can successfully adopt digital recruitment models without compromising their cultural and spiritual identity.

The minor challenges encountered such as data entry errors and occasional miscommunication reflect common issues in digital adoption but were easily mitigated due to the digital literacy of applicants. This supports previous scholarship suggesting that youth-dominated volunteer populations are more adaptive to technological systems than older demographics (Ramadhan & Maulana, 2025). The seamless integration and rapid problem-solving observed in this study therefore highlight the compatibility between youth volunteer culture and digital HR systems.

One of the most significant contributions of this study lies in its analysis of hybrid data validation methods. The combination of online screening and offline interview-based verification ensures both efficiency and credibility in recruitment. This dual approach

strengthens the integrity of volunteer selection and prevents fraudulent applications—an issue rarely acknowledged in prior studies on digital recruitment in religious organizations. While corporate HR systems rely heavily on algorithmic screening, this study demonstrates the importance of maintaining personal interaction in value-driven volunteerism. Thus, the hybrid validation model represents a contextually appropriate adaptation that balances technological efficiency with ethical and spiritual authenticity.

The findings indicate that digital information systems enhance transparency, strengthen communication, and improve workflow efficiency in volunteer recruitment. However, the success of the system is not solely attributed to technology. Governance structures, organizational culture, and the involvement of experienced senior volunteers also contribute significantly to the effectiveness of the recruitment model. This aligns with literature stating that technology adoption must be supported by human leadership and organizational readiness (Soleh et al., n.d.). The combination of digital innovation and strong human oversight presents a replicable model for other faith-based or community-driven organizations seeking to modernize their HR practices.

CONCLUSION

The study demonstrates that the integration of digital information systems plays a substantial role in improving the efficiency, transparency, and structure of volunteer recruitment within a religious-based community organization. The findings show that recruitment pathways consisting of event-based, collaborative, and digital channels create a comprehensive system that accommodates diverse volunteer backgrounds. The structured workflow, supported by social media, messaging applications, and online registration forms, streamlines administrative processes while hybrid validation mechanisms strengthen authenticity and commitment. Together, these elements produce a recruitment model that is both scalable and aligned with organizational values.

The implications of this study extend to both theoretical and practical domains. Theoretically, the research contributes to the limited body of literature on digital transformation in non-profit and faith-based human resource management by demonstrating

how digital tools can be effectively contextualized within value-driven volunteer settings. Practically, the findings offer a replicable framework for religious, community, and non-profit organizations seeking to digitize their recruitment processes without compromising organizational identity. The adoption of digital systems combined with strong governance and senior volunteer involvement provides a sustainable approach to enhancing communication, data accuracy, and volunteer engagement.

Despite its contributions, this study has several limitations that warrant consideration. The research focuses on a single organizational context, which may limit generalizability to broader non-profit environments with different operational cultures. The qualitative design, while providing depth, restricts the ability to measure the quantitative impact of digital systems on recruitment outcomes. Future research may incorporate comparative case studies across multiple religious or community organizations, alongside mixed-method approaches to examine measurable improvements in efficiency, volunteer retention, or organizational performance. Such studies would further strengthen understanding of the role of digital information systems in non-profit human resource practices.

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