The Effect of Digital Recruitment Platform and Accessibility on the Recruitment and Selection Effectiveness at a State-Owned Bank in North Sumatra

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Article Info	ABSTRACT
	This study examines the effect of digital recruitment platforms and accessibility on recruitment and selection effectiveness at a state-owned bank in North Sumatra. This quantitative research employed simple random sampling to obtain 100 job applicants as respondents from a population of 308 applicants across 14 branch offices. Data collection utilized closed questionnaires, unstructured interviews, and documentation. Multiple linear regression analysis revealed that digital recruitment platforms and accessibility simultaneously influence recruitment effectiveness ($F = 129.612$, $p < 0.001$). Partially, digital recruitment platforms significantly influence recruitment effectiveness ($\beta = 0.826$, $t = 15.357$, $p < 0.001$), while accessibility shows a smaller but significant effect ($\beta = 0.111$, $t = 2.065$, $p < 0.05$). The regression model explains 72.2% of the variance in recruitment effectiveness (Adjusted $R^2 = 0.722$). This study demonstrates the crucial role of digital platforms in enhancing recruitment effectiveness in the banking sector, particularly for state-owned banks adapting to digital transformation

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1. INTRODUCTION

Digital transformation in human resource management has become an indispensable aspect of the modern business landscape, particularly in recruitment and selection processes. In Indonesia, the adoption of digital recruitment platforms has exhibited significant growth, with approximately 75% of companies implementing some form of digital recruitment system by 2022 [1]. The COVID-19 pandemic expedited this transformation, compelling organizations to adapt their recruitment strategies to digital and remote processes, leading to a 145% increase in the use of digital recruitment platforms from 2019 to 2022 [2].

As one of the leading state-owned bank in North Sumatra, the organization examined in this study has demonstrated a robust commitment to digital transformation, including in the employee recruitment and selection of employees. This trend aligns with the global movement towards digitalization within the banking sector, where digital technology is leveraged not only for banking

services but also for enhancing internal operational efficiency, including human resource management [3]. In North Sumatra, one of the major economic hubs outside Java, competition in the banking sector has intensified with the emergence of various conventional and digital banks. This situation has prompted the state-owned bank to continuously improve the quality of its recruitment and selection processes through digital platforms to attract high-caliber talent that can support its business growth [4]. The application of digital recruitment platforms is anticipated to enhance the effectiveness of recruitment and selection processes while ensuring broader accessibility for job seekers in the digital era.

Recent studies indicate that banks implementing digital recruitment platforms have achieved a 35% reduction in recruitment time metrics and a 20% improvement in candidate quality [5]. The adoption of digital recruitment platforms at this state-owned bank represents a significant departure from traditional recruitment methods, affecting both operational efficiency and the candidate experience. Preliminary research conducted through surveys and interviews with the bank's HR department reveals several challenges in recruitment effectiveness. Data from a pre-survey of 30 HR staff indicate that 60% reported difficulty in the efficiently managing high application volumes, while 42% expressed concerns about accessibility issues for candidates from remote areas [6].

Digital recruitment platforms have emerged the transformative tools in modern human resource management, fundamentally altering how organizations approach talent acquisition. These platforms incorporate various digital technologies and systems designed to streamline the recruitment process, from job postings to the final selection [7]. Numerous studies have established a relationship between digital recruitment platforms and recruitment effectiveness, with research by [8] indicating a 30% improvement in recruitment outcomes for organizations that employ advanced digital platforms. However, despite evidence of the positive impact of digital recruitment platforms, there remains a gap in understanding their interaction with the specific characteristics of the banking industry, particularly within the context of state-owned banks, which have unique and complex recruitment requirements.

Accessibility, as a critical factor in digital recruitment, includes the technical and user-centered aspects of platform usability. Recruitment accessibility as the extent to which various stakeholders can effectively utilize digital recruitment systems, irrespective of their technical abilities or geographical location [9]. Prior research has shown a strong correlation between accessibility and recruitment effectiveness, with accessible platforms yielding a 38% higher job application completion rate [10]. Nonetheless, literature gaps remain regarding how accessibility within digital recruitment platforms functions in geographically diverse contexts such as North Sumatra, where disparities in digital infrastructure and technological literacy across regions may impact the effectiveness of recruitment and selection processes.

This study addresses an essential gap in understanding how digital recruitment platforms and accessibility influence recruitment effectiveness within the context of a state-owned bank in North Sumatra. The significance of this research lies in its potential to provide practical insights for banking institutions aiming to optimize their digital recruitment strategies while ensuring inclusive access for all prospective candidates. The primary objective is to analyze the influence of digital recruitment platforms and accessibility on recruitment and selection effectiveness at the state-owned bank, with a particular focus on regional contextual factors and challenges associated with technology implementation.

2. LITERATURE REVIEW

2.1 Introduction to Digital Recruitment Platforms

Digital recruitment platforms have transformed the landscape of talent

acquisition, offering organizations innovative tools to streamline their hiring processes. According to [11], these platforms enhance the efficiency of recruitment by automating various stages, such as job postings, candidate screening, and interview scheduling. The shift from traditional recruitment methods to digital platforms has been driven by the need for quicker, more efficient hiring processes in a competitive job market [12].

2.2 Accessibility in Recruitment

Accessibility in recruitment refers to the ease with which candidates can access job opportunities and application processes. According to [9] accessibility is a critical factor that influences candidates' willingness to apply for positions. Barriers such as complicated application procedures or lack of technological resources can deter potential applicants, particularly in regions with varying levels of digital literacy [13]. Ensuring accessibility not only broadens the talent pool but also promotes diversity within the organization.

2.3 Recruitment and Selection Effectiveness

Recruitment and selection effectiveness is often measured by the quality of hires, the speed of the hiring process, and the retention rates of new employees [14]. Effective recruitment strategies are essential for organizations to secure talent that aligns with their goals and values. The integration of digital recruitment platforms has been shown to enhance these outcomes by providing data-driven insights into candidate suitability and fit [15].

2.4 The Role of Digital Recruitment Platforms in Effectiveness

Research indicates that digital recruitment platforms can significantly improve recruitment and selection effectiveness. For instance, a study by [7] found that organizations utilizing these platforms reported higher satisfaction rates among hiring managers and candidates. The ability to reach a larger audience and leverage data analytics for decision-making contributes to improved outcomes in the recruitment process [16].

2.5 Accessibility as a Determinant of Recruitment Success

The relationship between accessibility and recruitment success is well-documented. A study by [17] emphasized that organizations that prioritize accessibility in their recruitment processes tend to attract a more diverse and qualified candidate pool. Furthermore, accessible platforms can enhance the candidate experience, leading to higher engagement and acceptance rates [18].

2.6 Contextual Factors in State-Owned Banks

The context of state-owned banks in North Sumatra presents unique challenges and opportunities in recruitment. Research by [16] highlights that these institutions often face public scrutiny and pressure to maintain transparency and fairness in their hiring processes. Implementing effective digital recruitment strategies that prioritize accessibility can not only improve recruitment outcomes but also enhance the bank's public image and stakeholder trust [19].

3. METHODS

This study employs a quantitative approach with a causal survey method to examine the influence of digital recruitment platforms and accessibility on recruitment and selection effectiveness at a state-owned bank in North Sumatra. The population consists of 308 new employees across 14 branch offices, including 88 male and 220 female applicants. The population is distributed among various branches, with the largest concentrations at the Main Branch (61 employees: 15 male, 46 female), the Campus Branch (56 employees: 16 male, 40 female), and the Industrial Area Branch (25 employees: 9 male, 16 female).

The sample size was determined using Slovin's formula with a 10% margin of error, consists of 100 respondents. Simple random sampling was employed, ensuring equal selection probabilities for all applicants and maintaining the gender proportions across the bank's branch offices in North Sumatra. Data collection was conducted using three methods: (1) closed-ended

questionnaires with a Likert scale from 1 to 5 (Strongly Agree, Agree, Somewhat Disagree, Disagree, Strongly Disagree) structured around indicators for each research variable; (2) unstructured interviews with HR department representatives and job applicants to obtain supplementary qualitative insights; and (3) documentation to collect secondary data from the bank. The questionnaire consisted of 24 items, with each research variable represented by 8 items.

Data analysis was conducted in two stages. The first stage involved descriptive analysis using the three-box method to assess respondent's perception s of each variable. According to [20], index values are categorized into three levels: low (20-46), medium (47-73), and high (74-100). The index score calculation used the following formula:

$$\text{Index Score} = \frac{\{(\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)\}}{5}$$

Where F1 represents the frequency of respondents who rated a 1, F2 for 2, and so forth.

The second stage involved inferential analysis, beginning with instrument testing for validity and reliability, followed by classic assumption tests, including normality, multicollinearity, and heteroscedasticity tests. After meeting the classic assumptions, data were analyzed using multiple linear regression to test the research hypotheses, encompassing the t-test (for partial effects), the F-test (for simultaneous effects), and the coefficient of determination (R^2).

The study's variable are defined as follows: the digital recruitment platform (X1), measured using indicators from [21], includes cost savings in recruitment advertising, time efficiency in recruitment and selection processes, broader reach to potential candidates, and achievement of recruitment and selection targets. Accessibility (X2) is measured using indicators from [22], includes ease of access to the platform, platform usability, security, and autonomy in accessing the platform. Meanwhile, recruitment and selection effectiveness (Y) is measured based on indicators from [23], which include the ability to attract qualified candidates, increased process speed, cost savings, and improved accuracy in employee selection.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

An analysis of respondent characteristics was conducted to assess the profile of 100 respondents, who were new employees at a state-owned bank in North Sumatra. The data on respondent characteristics based on gender, age, branch office placement, and employment duration are presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	21	21%
	Female	79	79%
Age	18-20 years old	7	7%
	21-23 years old	47	47%
	24-25 years old	37	37%
	26-28 years old	9	9%
Branch Office Placement	Medan Branch	20	20%
	USU Medan Branch	19	19%
	Pematang Siantar Branch	10	10%
	Medan Industrial Area Branch	7	7%
	Balige Branch	7	7%
	Padang Sidempuan Branch	7	7%
	Kabanjahe Branch	6	6%
	Tebing Tinggi Branch	5	5%
	Tanjung Balai Asahan Branch	4	4%
	Kuala Tanjung Branch	4	4%

	Rantau Prapat Branch	2	2%
	Sibolga Branch	2	2%
	Gunung Sitoli Branch	2	2%
	Regional Office 01	1	1%
Employment Duration	< 1 Year	84	84%
	1 – 3 Years	16	16%

Source: Processed primary data (2024)

Based on Table 1, the majority of new employees at the bank are female (79,00%) and primarily within the 21-23 age range (47,00%). The highest concentrations of respondents are placed in the Medan Main Branch (20,00%) and the USU Medan Branch (19,00%). In terms of employment duration, 84% of respondents are newly employed, with less than one year of service, indicating an intensive recruitment program within the period.

4.2 Descriptive Analysis of Variables

To elucidate the factors influencing recruitment and selection effectiveness, this study employed the three-box method to categorize each research variable, including the Digital Recruitment Platform (X1), Accessibility (X2), and Recruitment and Selection Effectiveness (Y). The descriptive analysis results are presented in Table 2.

Table 2. Descriptive Analysis of Variables

Variable	Index	Percentage (%)	Category
Digital Recruitment Platform (X1)	Male	21	21%
Accessibility (X2)	Female	79	79%
Recruitment and Selection Effectiveness (Y)	18-20 Year	7	7%

Source: Processed primary data (2024)

Based on Table 2, the Digital Recruitment Platform variable attained a moderate category rating with an index score of 72,9 as rated by 68% of respondents. This indicates that the bank's implementation of digital recruitment platforms is reasonably effective but requires further optimization to achieve a higher performance level. Similarly, the Accessibility variable with an index score of 71,7 and a moderate rating by 66% of respondents, suggests the need to enhance platform accessibility. Recruitment and Selection, with an index score of 71,6 and moderate rating from 69% of respondents,

suggests that while the digital recruitment platform and accessibility contribute to process effectiveness, there remains potential for improvement.

4.3 Data Prerequisite Analysis

a. Normality Test

Before conducting regression analysis, it is essential to ensure that the research data follows a normal distribution. Based on the Kolmogorov-Smirnov test results displayed, the characteristics of data normality can be identified.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	3.03789509
Most Extreme Differences	Absolute	0.083
	Positive	0.083
	Negative	-0.065
Test Statistic		0.083

Asymp. Sig. (2-tailed)c			0.090
Monte Carlo Sig. (2-tailed)d	Sig.		0.096
	99% Confidence Interval	Lower Bound	0.088
		Upper Bound	0.103
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 1993510611.			

Source: Processed primary data (2024)

Results of the Kolmogorov-Smirnov test show a significance value of 0.090 (p > 0.05). Thus, it can be concluded that the research data meets the normality assumption.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-1.750	1.015		-1.723	0.088		
	Digital Recruitment Platform	0.113	0.027	0.396	0.877	0.297	0.969	1.032
	Accessibility	0.025	0.027	0.087	0.925	0.357	0.969	1.032
a. Dependent Variable: abs_res								

Source: Processed primary data (2024)

The results of analysis show a Tolerance value of 0.969 (>10) and Variance Inflation Factor (VIF) value of 1.032 (<10) for both independent variables, Digital Recruitment Platform and Accessibility. These results indicate that there is no multicollinearity issue in the regression model.

To ensure the independence of the predictor variables, a multicollinearity testing was conducted on regression model.

c. Heteroscedasticity Test

Lastly, to ensure the consistence of residuals variant, heteroscedasticity testing was conducted using graphic analysis in Figure 1.
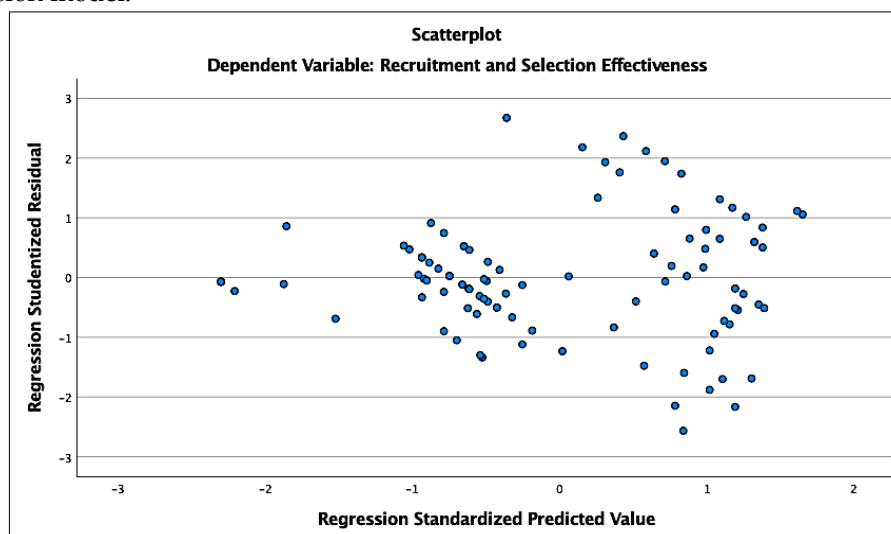

Figure 1. Scatterplot Heteroscedasticity Test Results

Based on scatterplot which revealed a random dispersion of residuals, the pattern not showing any discernible pattern. These results indicate that the regression model is free from heteroscedasticity issues.

4.4 *Multiple Linear Regression Analysis*

The multiple linear regression results are presented in Table 5.

Table 5. Multiple Linear Regression Analysis Results

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.299	1.676		3.758	0.000
Digital Recruitment Platform	0.675	0.044	0.826	15.357	0.000
Accessibility	0.093	0.045	0.111	2.065	0.042

Source: Processed primary data (2024)

Based on Table 5, the multiple linear regression equation can be formulated as follows:

$$Y = 6{,}299 + 0{,}675X_1 + 0{,}093X_2 + e$$

a. Constant (a) = 6,299 represents the intercept of the regression equation, indicating that when the independent variables are equal to zero, the effectiveness of recruitment and selection is estimated to be 6,299.

b. Coefficient for X_1 = 0,675 indicates that the Digital Recruitment Platform (X_1) exerts a positive influence on the effectiveness of recruitment and selection (Y). This implies that, holding other variables constant, an increase of one unit in the Digital Recruitment Platform will result in an increase of 0,675 (or 67,5%) in the effectiveness of recruitment and selection.

c. Coefficient for X_2 = 0,093 indicates that Accessibility (X_2) exerts a positive influence on the effectiveness of recruitment and selection (Y). This implies that, holding other variables constant, an increase of one unit in the Accessibility will result in an increase of 0,093 (or 9,3%) in the effectiveness of recruitment and selection.

d. The term e represents the error term, which indicates other factors outside the model that may influence the effectiveness of recruitment and selection.

4.5 *Coefficient of Determination (R^2)*

The coefficient of determination results are presented in Table 6.

Table 6. Coefficient of Determination Analysis Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853[a]	0.728	0.722	3.069
a. Predictors: (Constant), Accessibility, Digital Recruitment Platform				
b. Dependent Variable: Recruitment and Selection Effectiveness				

Source: Processed primary data (2024)

Table 6 demonstrates that the regression model based on coefficient of determination (R^2), indicates a strong relationship between the independent variables (Digital Recruitment Platform and Accessibility) and the Effectiveness of Recruitment and Selection as the dependent variable. R value of 0,853 indicate the high correlation between predictor and dependent variable. R-Square value of 0,728 means 72,8% variation in effectiveness of recruitment and selection can be determine with combination of Digital Recruitment Platform and Accessibility in this model. Adjusted R-Square value of 0,722 provides more conservative estimate while still indicating a good predictive strength of the model, taking into account the number of predictor variables. The remaining percentage (27,2%) is explained by other variables that were not examined in this research.

4.6 Hypothesis Testing

a. Simultaneous Significance Test (F-Test)

The simultaneous significance test (F-test) results are presented in Table 7.

Table 7. F-Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
ANOVAᵃ						
1	Regression	2441.658	2	1220.829	129.612	.000ᵇ
	Residual	913.652	97	9.419		
	Total	3355.310	99			
a. Dependent Variable: Recruitment and Selection Effectiveness						
b. Predictors: (Constant), Accessibility, Digital Recruitment Platform						

Source: Processed primary data (2024)

The ANOVA results above indicate that the regression model as a whole is highly significant ($F_{(2,97)} = 129.612$, $p < 0.001$). This indicate that the combination of predictors (Digital Recruitment Platform and Accessibility) collectively has a highly significant impact on the effectiveness of recruitment and selection. The high F value (129,612) indicates that the variation explained by the model is substantially greater than the variation that cannot be explained. Additionally, the sum of squares for regression (2441,658), which is significantly higher than the residual (913.652), further supports the predictive strength of the model.

b. Partial Significance Test (t-Test)

The partial significance test (t-Test) results are presented in Table 8.

Table 8. t-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Coefficientsᵃ						
		B	Std. Error	Beta		
1	(Constant)	6.299	1.676		3.758	0.000
	Digital Recruitment Platform	0.675	0.044	0.826	15.357	0.000
	Accessibility	0.093	0.045	0.111	2.065	0.042

Source: Processed primary data (2024)

Table 8 above can be interpreted as follows:

a) The Digital Recruitment Platform variable (X_1) has a t-value of 15,357 > t-table of 1,984 and a significance value of (0,000) < 0,05, conclude that the Digital Recruitment Platform has a positive and significant effect on the effectiveness of recruitment and selection. The beta value (β_1) for the Digital Recruitment Platform is 0,826, meaning that for every increase of 1 unit in the Digital Recruitment Platform, the effectiveness of recruitment and selection will enhance by 82,6%, assuming other variables remain constant.

b) Accessibility variable (X_2) has a t-value of 2,065 > t-table of 1,984 and a significance value of (0,042) < 0,05, conclude that the accessibility has a positive and significant effect on the effectiveness recruitment and selection. The beta value (β_1) for the Accessibility is 0,111, meaning that for every increase of 1 unit in the Accessibility, the effectiveness of recruitment and selection will enhance by 11,1%, assuming other variables remain constant.

4.7 Discussion

a. Impact of Digital Recruitment Platform on Recruitment and Selection Effectiveness

This study reveals a significant and positive influence of digital recruitment platform on recruitment and selection effectiveness at the state-owned bank in North

Sumatra, with a regression coefficient value of 0,675 and significance value of 0,000 < 0,05, which for every increase of digital recruitment platform will enhance recruitment and selection effectiveness value of 67,5%. These findings align with previous research by [24] and [25], which indicate that the use of digital recruitment platforms significantly enhances recruitment process and employee selection effectiveness in the banking sector. This can be explained because the digital recruitment platform implemented by state-owned bank of North Sumatra has offered various advantages such as a wider reach in finding quality candidates in the North Sumatra region, a more efficient screening process through the ATS (Applicant Tracking System), the ability to manage the applicant database in a structured manner, and enabling a faster and more accurate initial selection process according to the qualifications required by the bank, which ultimately contributes to the overall improvement of the recruitment and selection process.

b. Impact of Accessibility on Recruitment and Selection Effectiveness

This study reveals a significant and positive influence of accessibility on recruitment and selection effectiveness at the state-owned bank in North Sumatra, with a regression coefficient value of 0,093 and significance value of 0,042 < 0,05, which for every increase of accessibility will enhance recruitment and selection effectiveness value of 9,3%. These results support previous research conducted by [26] and [27], which found that the accessibility of the recruitment system plays an important role in improving the effectiveness of the recruitment and selection process in the banking industry. This positive influence can be explained because the good accessibility of the state-owned bank in North Sumatra recruitment portal allows candidates from various districts/cities in North Sumatra to easily access and participate in the recruitment process. The user-friendly interface helps reduce the bounce rate of applicants, and the ease of accessing job vacancy information and application status

makes the recruitment process more transparent and effective according to modern banking service standards.

c. Impact of Digital Recruitment Platform and Accessibility on Recruitment and Selection Effectiveness

The study results show that the Digital Recruitment Platform and Accessibility simultaneously have a positive and significant impact on the effectiveness of recruitment and selection at the state-owned Bank in North Sumatra, with a calculated F value of 129,612 > table F value of 3,09 and a significance value of 0,000 < 0,05, where both variables can explain 72,8% of the variation in recruitment and selection effectiveness. These findings are consistent with research conducted by [28] and [29], which confirm that the right combination of digital platforms and good accessibility creates a more effective recruitment system in the banking industry. This can be explained because when a comprehensive digital recruitment platform is combined with a high level of accessibility in the recruitment system of the state-owned bank in North Sumatra, an optimal recruitment ecosystem is created where the bank can reach a wider talent pool in the North Sumatra region, candidates can easily find and apply for jobs that match the bank's qualifications, and the selection process can be carried out more efficiently and effectively, ultimately improving the quality and speed of the recruitment process to meet the bank's overall HR need.

5. CONCLUSION

The conclusion of the research results shows that the Digital Recruitment Platform and Accessibility have a positive and significant impact on the effectiveness of recruitment and selection at the State-Owned Bank of North Sumatra, both partially and simultaneously. Digital Recruitment Platform makes a substantial contribution to improving the effectiveness of recruitment and selection, supported by system advantages such as a wider candidate search reach, efficient screening processes through ATS, and

structured management of applicant databases. Meanwhile, Accessibility also positively contributes to the effectiveness of recruitment and selection, as reflected in the ease of access to the recruitment portal for candidates in various regions of North Sumatra, a user-friendly interface, and transparency of job vacancy information. Together, these two variables create an optimal recruitment ecosystem to meet the bank's HR needs.

For further research, several aspects that can be explored include the analysis of the impact of implementing artificial intelligence in digital recruitment systems on the quality of selected candidates, the evaluation of the effectiveness of digital recruitment in the context of remote hiring and work from home, which is increasingly relevant, the development of integration models for digital recruitment systems with professional social media platforms to expand the talent pool, comparative studies on the effectiveness of digital recruitment between state-owned banks and private banks in the same region, and the analysis of the influence of mobile-first recruitment platforms on the engagement of millennial and Gen-Z candidates. Additionally, research can also be conducted on the impact of using video interviews and AI-based assessment tools on the objectivity of the selection process, as well as the evaluation of ROI from the implementation of digital recruitment systems in the banking sector.

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