



# International Conference on Finance, Economics, Management, Accounting and Informatics

“Digital Transformation and Sustainable Business: Challenges and Opportunities for Higher Education Research and Development”

## Analysis of Recruitment, Selection, and Social Media Effectiveness on the Employee Selection Process at PT. Bank BTPN Syariah in MMS Tanah Pinem Dairi

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### Abstract

This study aims to analyze the effectiveness of recruitment, selection, and social media utilization on the employee selection process at PT. Bank BTPN Syariah, specifically at the Mobile Marketing Syariah (MMS) Tanah Pinem Dairi branch. The research employs a descriptive quantitative methodology with primary data collected through structured questionnaires administered to 33 respondents who were directly involved in the recruitment and selection processes. Multiple linear regression analysis was utilized to examine the relationships among variables, supplemented by t-tests for partial hypothesis testing and F-tests for simultaneous hypothesis testing. The findings reveal that recruitment effectiveness does not have a statistically significant effect on the employee selection process ( $p$ -value = 0.143; coefficient = 0.161). However, the selection process demonstrates a significant positive influence on employee selection outcomes ( $p$ -value = 0.002; coefficient = 0.248). Social media recruitment, despite its growing prominence in modern hiring practices, does not exhibit a statistically significant effect on the employee selection process ( $p$ -value = 0.121; coefficient = 0.119). When examined simultaneously through the F-test, all independent variables collectively show a significant effect on the employee selection process. The coefficient of determination (Adjusted R-squared) yields a value of 0.641 or 64.1%, indicating that the independent variables collectively explain 64.1% of the variance in the employee selection process, while the remaining 35.9% is attributed to other factors not incorporated in this research model. These findings provide valuable insights for banking institutions, particularly those operating in rural areas, regarding the optimization of human resource management strategies in the digital transformation era.

**Keywords:** *Recruitment Effectiveness, Selection Process, Social Media Recruitment, Employee Selection, Human Resource Management, Islamic Banking*

### Introduction

Human resource management has undergone significant transformation in the contemporary business landscape, particularly with the advent of digital technologies and the proliferation of social media platforms. The recruitment and selection of employees represent fundamental pillars of organizational success, as these processes directly influence the quality of human capital that drives organizational performance (Dessler, 2020). In an increasingly competitive business environment, organizations must continuously adapt their human resource practices to attract, evaluate, and retain talented individuals who can contribute meaningfully to organizational objectives.

The banking sector in Indonesia has experienced remarkable growth and transformation over the past decade, with Islamic banking (perbankan syariah) emerging as a significant segment of the financial services industry. PT. Bank BTPN Syariah represents one of the pioneering institutions in providing Sharia-compliant financial services to underserved communities, particularly in rural and semi-urban areas. The Mobile Marketing Syariah (MMS) model implemented by Bank BTPN Syariah demonstrates an innovative approach to extending financial inclusion to remote populations, requiring a workforce that possesses unique competencies in both financial services delivery and community engagement.

The digital transformation sweeping across industries has fundamentally altered how organizations approach talent acquisition. Social media platforms have emerged as powerful tools for recruitment, enabling



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organizations to reach broader candidate pools, reduce time-to-hire, and potentially lower recruitment costs (Kaplan & Haenlein, 2010). However, the effectiveness of social media-based recruitment, particularly in contexts where digital literacy and internet access may be limited, remains an area requiring empirical investigation. This is especially pertinent for financial institutions operating in rural areas where traditional recruitment methods may still hold relevance.

The MMS Tanah Pinem Dairi branch operates within the Dairi Regency of North Sumatra, a region characterized by diverse demographic compositions and varying levels of technological adoption. Understanding how recruitment effectiveness, selection procedures, and social media utilization influence the employee selection process in such contexts provides valuable insights for human resource practitioners and organizational strategists seeking to optimize talent acquisition in similar settings.

Despite the widespread adoption of modern recruitment technologies and social media platforms, empirical evidence regarding their effectiveness in specific organizational and geographical contexts remains limited. The challenge facing organizations like PT. Bank BTPN Syariah lies in determining the optimal combination of traditional and digital recruitment strategies that will yield the most effective employee selection outcomes. Several pertinent questions arise in this context: How does the effectiveness of recruitment processes influence the quality of employee selection? What role does the selection process itself play in determining hiring outcomes? And to what extent does social media recruitment contribute to effective employee selection in rural banking contexts?

These questions are particularly relevant given the resource constraints and unique operational challenges faced by financial institutions serving rural communities. The need to balance cost-effectiveness with hiring quality, while navigating the digital divide that may exist in such areas, presents a complex optimization problem for human resource managers.

The primary objectives of this research are:

1. To analyze the effect of recruitment effectiveness on the employee selection process at PT. Bank BTPN Syariah MMS Tanah Pinem Dairi.
2. To examine the influence of selection procedures on the employee selection process at PT. Bank BTPN Syariah MMS Tanah Pinem Dairi.
3. To investigate the impact of social media utilization on the employee selection process at PT. Bank BTPN Syariah MMS Tanah Pinem Dairi.
4. To evaluate the simultaneous effect of recruitment effectiveness, selection, and social media on the employee selection process.

This research contributes to the academic discourse on human resource management by providing empirical evidence from a unique contextual setting - Islamic banking operations in rural Indonesia. The findings offer practical implications for human resource practitioners in the banking sector, particularly those managing talent acquisition in geographically dispersed locations. Additionally, this study contributes to the growing body of literature on digital transformation in human resource management, specifically examining the efficacy of social media recruitment in contexts where digital infrastructure and literacy may present challenges.

## Literature review

This study is grounded in several theoretical perspectives that inform our understanding of recruitment, selection, and organizational effectiveness. The Resource-Based View (RBV) posits that human capital represents a critical organizational resource capable of generating sustainable competitive advantage (Barney,



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1991). From this perspective, the recruitment and selection processes serve as mechanisms through which organizations acquire and develop valuable, rare, inimitable, and non-substitutable human resources.

The Person-Organization Fit Theory provides additional theoretical grounding, suggesting that the alignment between individual characteristics and organizational attributes influences job satisfaction, organizational commitment, and employee performance (Kristof-Brown et al., 2005). Effective recruitment and selection processes should, therefore, prioritize not merely technical competencies but also the congruence between candidate values and organizational culture.

Social Information Processing Theory (Salancik & Pfeffer, 1978) informs our understanding of how candidates perceive and interpret organizational information presented through various recruitment channels, including social media platforms. The theory suggests that individuals construct attitudes and behaviors based on social cues available in their environment, highlighting the importance of consistent and authentic employer branding across recruitment channels.

## Recruitment Effectiveness

Recruitment refers to the systematic process of identifying, attracting, and encouraging potential candidates to apply for available positions within an organization (Hasibuan, 2019). The effectiveness of recruitment encompasses multiple dimensions, including the ability to attract a sufficient number of qualified candidates, the efficiency of the recruitment process in terms of time and cost, and the ultimate quality of hires resulting from the recruitment efforts.

According to Mathis and Jackson (2011), effective recruitment strategies should align with organizational objectives and labor market conditions. The authors identify several key indicators of recruitment effectiveness: applicant pool quantity, applicant pool quality, cost per hire, time to fill positions, and new hire retention rates. These metrics provide a comprehensive framework for evaluating recruitment processes across diverse organizational contexts.

Sitanggang, Sihombing, and Tambunan (2023) emphasize that recruitment effectiveness significantly influences organizational performance through its impact on employee quality. Their research demonstrates that organizations implementing structured recruitment processes with clearly defined job requirements and candidate evaluation criteria tend to achieve superior hiring outcomes compared to those employing ad hoc approaches.

## Selection Process

Selection constitutes the systematic process of evaluating applicants to identify those most suitable for organizational positions (Gusdorf, 2008). The selection process typically involves multiple stages, including application screening, preliminary interviews, testing (aptitude, personality, and skills assessments), reference checks, and final interviews. Each stage serves to progressively narrow the candidate pool while gathering increasingly detailed information about applicant qualifications and fit.

Dessler (2020) outlines several principles underlying effective selection practices. First, selection methods should demonstrate validity - that is, they should accurately predict future job performance. Second, selection procedures should be reliable, yielding consistent results across different evaluators and time points. Third, selection processes should comply with legal requirements and ethical standards, ensuring fairness and non-discrimination.

Pahleivi (2023) conducted research on recruitment and selection effectiveness in addressing human resource needs, finding that selection procedures characterized by structured interviews, standardized assessments, and



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multiple evaluator involvement produced significantly better hiring outcomes. The study highlights the importance of systematic approaches to selection in reducing hiring errors and improving person-job fit.

## Social Media in Recruitment

Social media has transformed the landscape of talent acquisition, offering organizations unprecedented access to potential candidates while enabling more targeted and cost-effective recruitment strategies (Kaplan & Haenlein, 2010). Platforms such as LinkedIn, Facebook, Instagram, and Twitter have become integral components of modern recruitment ecosystems, facilitating employer branding, job posting, candidate sourcing, and applicant engagement.

Husna and Abdullah (2021) examined the effectiveness of recruitment through social media, finding that social media-based recruitment offers advantages in terms of reach, speed, and cost-efficiency. However, the authors also note potential limitations, including concerns about candidate quality verification, privacy issues, and the digital divide that may exclude certain candidate populations from social media-based recruitment initiatives.

Ramadhani and Rizqi (2024) investigated the effectiveness of online recruitment among workforce providers, concluding that while digital recruitment methods demonstrate significant potential, their effectiveness is contingent upon several contextual factors, including target demographic characteristics, industry sector, and organizational resources available for managing online recruitment activities. Their findings suggest that organizations should adopt integrated approaches combining traditional and digital recruitment methods.

## Conceptual Framework and Hypotheses

Based on the theoretical and empirical literature reviewed, this study proposes a conceptual framework examining the relationships between recruitment effectiveness, selection, social media utilization, and the employee selection process. The framework posits that each independent variable may exert both individual and collective influences on the dependent variable.

The following hypotheses are proposed:

**H1:** Recruitment effectiveness has a significant positive effect on the employee selection process.

**H2:** Selection has a significant positive effect on the employee selection process.

**H3:** Social media utilization has a significant positive effect on the employee selection process.

**H4:** Recruitment effectiveness, selection, and social media simultaneously have a significant effect on the employee selection process.

## Methods

### Research Design

This study employs a descriptive quantitative research design utilizing a survey methodology. The quantitative approach was selected to enable systematic measurement of variables, statistical analysis of relationships, and generalization of findings within the study context. The descriptive component allows for comprehensive characterization of recruitment, selection, and social media utilization practices at the study site.

### Research Location and Time

The research was conducted at PT. Bank BTPN Syariah, Mobile Marketing Syariah (MMS) Tanah Pinem, located in Dairi Regency, North Sumatra Province, Indonesia. The MMS Tanah Pinem branch was selected due to its representative characteristics of rural banking operations and its active engagement in recruitment



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activities. Data collection was conducted over a three-month period to ensure adequate time for questionnaire distribution, follow-up, and data compilation.

## Population and Sample

The population for this study comprises all employees at PT. Bank BTPN Syariah MMS Tanah Pinem Dairi who have been involved in or subjected to the recruitment and selection processes. Given the relatively small population size, a census sampling approach was employed, with all eligible employees invited to participate in the study. The final sample consisted of 33 respondents who completed the survey instruments in their entirety.

The sample size, while modest, meets the minimum requirements for multiple regression analysis as specified by various statistical authorities. Hair et al. (2014) recommend a minimum of 15-20 observations per independent variable for multiple regression, suggesting that 33 observations provide adequate statistical power for a model with three independent variables.

## Data Collection

Primary data were collected through structured questionnaires administered directly to respondents at the study site. The questionnaire instrument was designed based on established measures from prior research and adapted to the specific context of this study. The instrument included items measuring recruitment effectiveness, selection process quality, social media utilization in recruitment, and employee selection process outcomes.

All questionnaire items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This scaling approach enables quantitative analysis while capturing nuanced respondent perspectives. Prior to main data collection, the questionnaire underwent validity and reliability testing through a pilot study involving a subset of potential respondents.

## Variable Operationalization

The operationalization of research variables is presented in Table 1, which details the indicators used to measure each construct.

**Table 1. Variable Operationalization**

Variable	Indicators	Source
Recruitment Effectiveness (X1)	1. Applicant pool quantity; 2. Applicant pool quality; 3. Cost efficiency; 4. Time to fill positions; 5. Job posting reach	Mathis & Jackson (2011); Hasibuan (2019)
Selection (X2)	1. Application screening; 2. Interview quality; 3. Assessment validity; 4. Reference verification; 5. Decision-making process	Dessler (2020); Gusdorf (2008)
Social Media (X3)	1. Platform utilization; 2. Employer branding; 3. Candidate engagement; 4. Information accessibility; 5. Response time	Kaplan & Haenlein (2010); Husna & Abdullah (2021)
Employee Selection Process (Y)	1. Hiring quality; 2. Person-job fit; 3. New hire performance; 4. Retention outcomes; 5. Process efficiency	Boxall et al. (2007); Dessler (2020)



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Source: Literature Review (2024)

## Data Analysis Techniques

Data analysis proceeded through several stages. First, descriptive statistics were calculated to characterize the sample and summarize variable distributions. Second, instrument validity was assessed through Pearson correlation coefficients, with items retained if  $r_{\text{calculated}}$  exceeded  $r_{\text{table}}$ . Reliability was evaluated using Cronbach's Alpha, with values exceeding 0.60 considered acceptable.

Classical assumption testing was conducted prior to regression analysis, including normality testing (Kolmogorov-Smirnov), multicollinearity testing (Variance Inflation Factor), and heteroscedasticity testing (Glejser test). These tests ensure that regression assumptions are met, thereby supporting valid statistical inference.

Multiple linear regression analysis was employed to examine the relationships between independent and dependent variables. The regression model is specified as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where: Y = Employee Selection Process; a = Constant;  $b_1$ ,  $b_2$ ,  $b_3$  = Regression coefficients;  $X_1$  = Recruitment Effectiveness;  $X_2$  = Selection;  $X_3$  = Social Media; e = Error term.

Hypothesis testing utilized t-tests for partial effects and F-tests for simultaneous effects, with a significance level of  $\alpha = 0.05$ . The coefficient of determination (Adjusted R-squared) was calculated to assess the proportion of variance in the dependent variable explained by the independent variables.

## Results and Discussion

### Respondent Characteristics

The study sample comprised 33 respondents from PT. Bank BTPN Syariah MMS Tanah Pinem Dairi. The demographic characteristics reveal that the majority of respondents were female (63.6%), reflecting the gender composition of Bank BTPN Syariah's mobile marketing workforce, which predominantly comprises women serving female micro-entrepreneurs. The educational profile indicates a mix of qualifications, with high school graduates constituting the largest group (45.5%), followed by bachelor's degree holders (30.3%). The work experience distribution shows that most respondents have relatively limited tenure, with 42.4% having less than two years of experience at the organization.

### Instrument Validity and Reliability

Validity testing was conducted using Pearson correlation analysis, comparing calculated  $r$ -values against the critical  $r$ -table value (0.344 at  $n=33$  and  $\alpha=0.05$ ). All questionnaire items demonstrated calculated  $r$ -values exceeding the critical value, confirming construct validity. Reliability testing using Cronbach's Alpha yielded coefficients of 0.847 for recruitment effectiveness, 0.872 for selection, 0.815 for social media, and 0.863 for the employee selection process. All values exceed the threshold of 0.60, indicating acceptable internal consistency reliability.

### Classical Assumption Testing

The Kolmogorov-Smirnov normality test yielded an asymptotic significance value of 0.200, exceeding the 0.05 threshold, indicating that the residuals follow a normal distribution. Multicollinearity testing revealed tolerance values above 0.10 and VIF values below 10 for all independent variables, confirming the absence of problematic multicollinearity. The Glejser test for heteroscedasticity produced significance values exceeding 0.05 for all



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variables, suggesting homoscedastic residuals. These results confirm that the regression assumptions are adequately met.

## Multiple Regression Analysis

The multiple linear regression analysis results are presented in Table 2.

**Table 2. Multiple Linear Regression Results**

Variable	Coefficient (B)	Std. Error	t-value	Sig.
(Constant)	2.458	1.247	1.971	0.058
Recruitment Effectiveness (X1)	0.161	0.108	1.491	0.143
Selection (X2)	0.248	0.074	3.351	0.002
Social Media (X3)	0.119	0.075	1.587	0.121

R-squared = 0.673; Adjusted R-squared = 0.641; F = 19.874; Sig. F = 0.000

Source: SPSS Output (2024)

Based on the regression results presented in Table 2, the regression equation can be formulated as:  $Y = 2.458 + 0.161X1 + 0.248X2 + 0.119X3 + e$

## Hypothesis Testing

**Hypothesis 1 (H1):** The analysis reveals that recruitment effectiveness does not have a statistically significant effect on the employee selection process. The regression coefficient of 0.161 with a significance value of 0.143 ( $> 0.05$ ) indicates that H1 is rejected. This finding suggests that improvements in recruitment effectiveness alone do not necessarily translate to better employee selection outcomes within this specific organizational context.

**Hypothesis 2 (H2):** The selection variable demonstrates a significant positive effect on the employee selection process. With a regression coefficient of 0.248 and a significance value of 0.002 ( $< 0.05$ ), H2 is accepted. This result indicates that each unit increase in selection process quality corresponds to a 0.248 unit improvement in employee selection outcomes, holding other variables constant.

**Hypothesis 3 (H3):** Social media utilization does not exhibit a statistically significant effect on the employee selection process. The regression coefficient of 0.119 with a significance value of 0.121 ( $> 0.05$ ) leads to the rejection of H3. This finding suggests that in the rural banking context studied, social media-based recruitment does not significantly contribute to employee selection outcomes.

**Hypothesis 4 (H4):** The F-test reveals that recruitment effectiveness, selection, and social media simultaneously have a significant effect on the employee selection process. The calculated F-value of 19.874 with a significance of 0.000 ( $< 0.05$ ) confirms that H4 is accepted. This indicates that while individual variables may not all demonstrate significant effects, their combined influence significantly explains variations in employee selection outcomes.

## Discussion

The findings of this study offer several important insights regarding human resource practices in the context of Islamic banking operations in rural Indonesia. The non-significant effect of recruitment effectiveness on employee selection outcomes contradicts certain theoretical expectations but aligns with research suggesting that recruitment quantity does not automatically translate to hiring quality (Sitanggang et al., 2023). In the



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context of MMS Tanah Pinem Dairi, this finding may reflect the challenges of attracting qualified candidates in rural areas, where the available talent pool may be limited regardless of recruitment efforts.

The significant positive influence of selection procedures on employee selection outcomes corroborates extensive literature emphasizing the critical role of rigorous evaluation processes (Dessler, 2020; Gusdorf, 2008). This finding suggests that Bank BTPN Syariah's investment in structured selection methodologies - including competency-based interviews, skills assessments, and reference verification - yields tangible improvements in hiring outcomes. The result reinforces the importance of maintaining high selection standards, particularly when operating in contexts where recruitment sources may be constrained.

The non-significant effect of social media on employee selection outcomes presents an intriguing finding that warrants careful interpretation. This result may reflect several contextual factors specific to the study setting. First, internet connectivity and digital literacy levels in rural Dairi Regency may limit the effectiveness of social media-based recruitment in reaching the target candidate population. Second, the nature of Bank BTPN Syariah's mobile marketing model, which emphasizes community-based relationships and local trust networks, may render traditional recruitment methods more effective than digital platforms.

The significant simultaneous effect of all variables, despite non-significant individual effects for two of the three predictors, demonstrates the complementary nature of recruitment strategies. This finding suggests that organizations should adopt integrated approaches to talent acquisition, recognizing that different recruitment and selection methods may interact in complex ways to influence overall hiring outcomes.

## Conclusion

Based on the research findings and analysis presented above, several conclusions can be drawn:

1. Recruitment effectiveness does not have a significant effect on the employee selection process at PT. Bank BTPN Syariah MMS Tanah Pinem Dairi. The challenges of recruiting qualified candidates in rural areas may limit the impact of recruitment improvement efforts.
2. Selection procedures demonstrate a significant positive influence on employee selection outcomes, confirming the critical importance of rigorous evaluation processes in determining hiring quality.
3. Social media utilization does not significantly affect employee selection outcomes in this rural banking context, possibly due to limited digital infrastructure and the greater relevance of community-based recruitment approaches.
4. Collectively, recruitment effectiveness, selection, and social media explain 64.1% of variance in employee selection outcomes, indicating that an integrated approach to talent acquisition yields the most effective results.

## Recommendations

For PT. Bank BTPN Syariah: The organization should prioritize investment in selection process enhancement, including structured interview protocols, validated assessment instruments, and evaluator training. Given the significant impact of selection on hiring outcomes, continuous improvement in this area will yield meaningful returns on human capital quality.

For Recruitment Strategy: While social media may not currently demonstrate significant effects, organizations should not entirely abandon digital recruitment initiatives. Instead, a hybrid approach combining community-based recruitment methods with targeted social media outreach may prove most effective for rural banking contexts.

For Future Research: Subsequent studies should examine additional variables that may influence employee selection outcomes, such as employer branding, compensation competitiveness, and organizational culture.



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Longitudinal research designs could also provide insights into the long-term effects of different recruitment and selection strategies on employee performance and retention.

## Limitations

This study has several limitations that should be acknowledged. The relatively small sample size (n=33) may limit the generalizability of findings and statistical power for detecting smaller effects. The single-site study design constrains the ability to generalize conclusions to other organizational or geographical contexts. Additionally, the cross-sectional nature of data collection precludes causal inferences about the relationships observed. Future research addressing these limitations would strengthen the evidence base for human resource management practices in similar contexts.

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