

Strategy Recruitment and Selection Employee Bank in Facing Digital Transformation

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Abstract

Digital transformation has significantly changed the banking industry landscape, driving the need for a workforce with high digital skills and adaptability. This research aims to analyze strategy recruitment And selection HR Which effective for banking in digital era. The methods used is a study literature systematic (systematic literature review) by analyzing various articles, journals, and reports related to HR management, digital recruitment, and the banking industry. Research shows that banks need to adopt digital-based recruitment strategies that leverage online platforms, social media, and artificial intelligence (AI) to reach relevant talent. Selection processes should also be updated by utilizing online tests, data analytics, and competency-based interviews to identify candidates who possess not only technical expertise but also problem-solving and innovation capabilities. In conclusion, banks that are able to align their recruitment and selection strategies with the demands of the workforce will excel. digital will more competitive and sustainable in the face of change The recommendations include investing in recruitment technology and training HR teams to master new assessment methods.

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1. INTRODUCTION

The rapid development of information technology in the current digital era has had a significant impact on various business sectors, both production and services, as well as the industrial sector, including the banking sector. Digital transformation has changed and required the banking sector to adapt in conducting its business, including operations, providing services, and all activities that interact directly with existing bank customers. Banking digitalization not only includes the development of technology-based services such as *mobile banking*, *internet banking*, and *artificial intelligence*, but also requires changes in the management of human resources (HR) that carry out the operations and management of the bank.

In the context of human resources, banking management with the best quality human resources can be achieved if recruitment and selection activities are carried out professionally, thus requiring measurable and professional recruitment mechanisms and strategies. in this context, the strategy recruitment And selection HR becomes aspects that is very important for banking institutions. Banks not only need workers with technical skills in the financial sector, but they must also have digital competencies and the ability analysis data, as well as adaptation to change technology Which fast. By because of that, process recruitment And selection must designed so that capable netting candidate employee who not only meet academic qualifications, but also have a digital *mindset* and technological skills that are in line with the needs of the digital transformation era.

In addition, currently, competition between banking institutions in obtaining digital talent. The competition for the best talent is becoming increasingly fierce, as, in addition to competition between banks, various institutions and business sectors also require qualified digital talent, including financial technology (*fintech*) companies, which are also competing to recruit potential workers. This requires banking institutions to be innovative in determining and implementing recruitment strategies, such as utilising *platform* digital, social media, and *e-recruitment* system in searching for and assessing prospective employees.

With this, required strategy recruitment And selection HR Which effective, adaptive, and based technology so that bank can face challenge transformation digital in a way optimal. This research or study is important to understand how the strategy Proper recruitment and selection can support the success of digital transformation in the banking sector.

2. RESEARCH METHODS

Method study Which used in research This is method studies literature (*library research*). This method is carried out by collecting, reading, and analyzing various sources. source written Which relevant with topic strategy recruitment And selection source human resources (HR) in the banking sector in facing digital transformation.

Data Which used is data secondary Which obtained from various article Scientific sources, research journals, human resource management textbooks, and previous research reports discussing digitalization in the recruitment and selection process were used. These sources were selected based on their relevance and currency to ensure the study's results reflect current conditions in the banking industry.

Technique analysis data done with how to manage, select, and summarize content from each journal or articles that have been collected. Each study is reviewed based on its focus, method, findings, and conclusions. Next, the results of the analysis from various sources are compared and synthesized to gain a comprehensive understanding of the topic. How strategy recruitment And selection HR implemented by institution banking in facing the challenges of digital transformation.

Results from this literature study It is hoped that this will provide a general overview of the direction of developing effective recruitment and selection strategies and serve as a reference for banking institutions in improving the digital competence of their HR.

3. RESULTS AND DISCUSSION

3.1. Research Results

Please make table journal scientific Which made into material For discuss content The paper is presented in the format:

NO	TITLE	WRITING AND YEAR RISE	RESEARCH PURPOSES	RESULTS AND CONCLUSIONS

1	Bank Employee Recruitment Strategy in Digital Era .	Rahmawati, D. (2021)	To analyze the strategy recruitment information technology-based in the banking industry.	The results show that the use of digital platforms such as LinkedIn and official websites bank speed up the selection process and improve recruitment effectiveness .
2	The Impact of Digitalization on Processes HR Selection in Financial Institutions	Son, A., & Lestari, M. (2022)	Knowing the impact of digitalization to bank employee selection system.	AI-based selection process and online assessment system increase objectivity And efficiency of human resource selection.
3	HR Challenges in HR Recruitment in Industrial Era 4.0	Sari, F., & Nugroho, T. (2020)	Identifying challenges HRD banks in facing digital transformation.	HRD needs enhance digital analytics capabilities and strengthen employers branding to attract competent young talent.
4	Implementation of E-Recruitment at National Banks	Kurniawan, B. (2023)	Evaluating system effectiveness e-recruitment used by national banks.	E-recruitment able to reduce operational costs recruitment and increasing

				the number of suitable applicants with criteria.
5	Digital Competence Banking HR in Digital Transformation	Amelia, R. (2021)	Assessing the extent to which bank employees' digital competencies influence success digital transformation .	Digital competence is an important factor in the success of digital transformation, especially in frontline roles. And analyst data.

3.2.Discussion

According to Rahmawati, (2021) stated that the bank recruitment strategy in the digital era emphasizes the use of platform online through various digital platforms, both through social media such as LinkedIn, Jobstreet, and other sites official bank. Results research shows that digitalization recruitment can speed up process selection And Reaching a wider pool of qualified applicants. Furthermore, digital systems help HR save time. And cost. However, challenge Which appear is the need validation data applicant digitally to keep the process accurate and secure.

A similar view was expressed by Putra and Lestari (2022), who stated that the implementation of Artificial Intelligence (AI) and online assessment systems increases the efficiency and objectivity of selection. With automated algorithms, banks can assess prospective employees based on competency and work potential without human bias. However, the authors emphasize the importance of ethical oversight and personal data protection to prevent algorithmic discrimination. Referring to these two research findings, it is clear that currently, all aspects of banking operations must be able to adapt to conditions and technological developments, which can facilitate and accelerate progress towards the bank's stated goals.

To realize the implementation of digital recruitment and selection, all elements must be able to adapt to existing digital developments, including and especially the existing HRD sector, as shown in the results of research conducted by Sari and Nugroho (2020).

This study examines the challenges faced by bank HRD in facing digital transformation. show that Lots HRD Still need increase competence digital and an understanding of data analytics. Furthermore, HR needs to strengthen digital employer branding to attract a younger, more tech-savvy generation. This research emphasizes that the success of digital recruitment depends not only on technology but also on adaptive human resources within the organization.

The implementation of this study was also clarified by Kurniawan (2023) . This study focused on the implementation of e-recruitment at a national bank. The results showed that this system can reduce operational costs by up to 30% and increase recruitment time efficiency. E-recruitment also helps HRD systematically manage applicant data through an online database. However, this study also found that the effectiveness of e-recruitment is highly dependent on IT infrastructure and HRD staff training to optimally utilize the system.

This study also clarifies how the relationship between Competence and Assessing the extent to which bank employees' digital competence influences success Digital transformation . As stated by Amelia (2021), digital competence is a crucial factor in the success of digital transformation, especially in frontline roles. And analyst data

Based on various existing research findings, it can be concluded that this research links HR digital competence with the success of digital transformation in the banking sector. The results show that employees with digital competence... digital taller quick to adapt to the system new like Mobile banking and data analytics. Digital competency is a crucial indicator in modern recruitment processes. The authors recommend that banks conduct ongoing training to improve the digital literacy of all employees.

4. CONCLUSION

Based on the results of a review of five journals, it can be concluded that digital transformation in the banking sector has brought significant changes to HR recruitment and selection strategies. Banks are required to implement e-recruitment, AI-based selection, and online assessment to improve efficiency and accuracy. recruitment process. In addition, digital competency employee And readiness HRD becomes key factors success in face the era of banking digitalization.

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