

## **The Effect of E-Recruitment and Equal Employment Opportunity on Employee Performance In The Indonesian Banking Industry**

<sup>1\*</sup>Agny Nadya Yusniaulia, <sup>2</sup>Fetty Poerwita Sary

Faculty of Economics and Business Telkom University, Bandung, Indonesia

Email : [1\\*agnyyusniaulia@student.telkomuniversity.ac.id](mailto:1*agnyyusniaulia@student.telkomuniversity.ac.id)

(Accepted: May 2023; Revised: June 2023; Published: September 2023)

### **ABSTRACT**

*An organization has to be aware about the factors that influence employee performance, because that can affect overall organizational performance. This study aims to analyze how employee performance in the Indonesian banking industry view from e-recruitment processing and Equal Employment Opportunity (EEO), the effect on that factor to employee performance simultaneously and partially evaluated. The method is a quantitative researches by distributing questionnaires to 100 employees of the Indonesian banking industry. Data processing was carried out using descriptive statistical analysis techniques and Structural Equation Model (SEM) - Partial Least Square (PLS) technique through SmartPLS 3. As stated by data processing that has been done, there is no significant effect of E-Recruitment (X1) on employee performance (Y) in the banking industry in Indonesia, there is a significant effect between Equal Employment Opportunities (X2) on Employee Performance (Y) in the Banking Industry in Indonesia, the E-Recruitment and Equal Employment Opportunity variables (EEO) has an effect to employee performance (Y) in the Indonesian banking industry simultaneously and partially. This is indicated by the resulting Fh value of 24.366 and Ft of 3.090 or  $F_h > F_t$*

**Keywords:** *E- Recruitment, Equal Employment Opportunity, Employee Performance*

## INTRODUCTION

Humans are one of the most important aspects of a company's resources. Quality human resources can improve the performance of the company itself. To get human resources, a company needs to recruit or find candidates. Recruitment is an important thing related to company performance. To guarantee maximum performance, companies need to place the right employees in the right places (Mwangi & Reuben, 2019)

Currently, many companies are searching for candidates using the E-Recruitment method. The definition of E-Recruitment are processing to find and attract candidates to fill vacancy in companies through the use of Internet (Anand J. & Chitra Devi. S, 2016). E-Recruitment can provide opportunities for companies to find candidates with a wider range. This is reinforced by the fact that in 2023, 215 million people or 78.19% of the total population in Indonesia are active Internet users (Bayu, 2022). In addition, this method is also considered to be able to streamline administrative processes and costs for companies.

The banking industry in Indonesia is one of the industries that has implemented E-Recruitment in its employee search process. Banking is an industry tasked with managing financial transactions and has a very influential role in the country's economic development. In general, the Indonesian banking industry is divided into four namely; Conventional Commercial Banks (BUK), Conventional Rural Banks (BPR), Sharia Commercial Banks (BUS) and Sharia Rural Banks (BPRS).

Even though it provides convenience, the use of e-recruitment has disadvantages that can become problems. In e-recruitment, the recruitment process is carried out online so it does not necessarily produce accurate data, one of which is in the interview process, online interviews cannot necessarily measure the candidate's abilities (Dwinda, 2020). Furthermore, it is also mentioned that conducting activities online is influenced by the connection; poor connectivity can prevent truly capable and potential candidates from showcasing their abilities to the fullest. This leads to companies failing to recognize potential and potentially missing out on suitable candidates (Prahisia, 2022). Additionally, it is noted that in e-recruitment, communication errors often occur, leading to misunderstandings and differences in interpretation of information. This affects the recruitment team's accuracy in determining suitable candidates (amarazka, 2022).

In recruitment, the Company has the right to determine the right qualifications to fill the required positions by the criteria and conditions of the company. Apart from this, companies need to act fairly and not discriminate both in determining the requirements and qualifications of applicants, in the system of recruitment and selection as well as in treating every employee who has worked for the company. However, there are still cases of companies practicing discrimination against both job applicants and employees. In 2016, four employees of Bank Bumi Artha Medan were terminated without reason. The

Confederation of All Indonesian Workers' Union (KSPSI) revealed that there was intentional termination of native employees at Bank Bumi Artha Medan. It was also known that the bank discriminated against natives and even rejected native customers. The leader of KSPSI admitted to frequently hearing about such discrimination in many private banks in Indonesia, but only this case emerged (Leandha, 2016). Furthermore, on February 23, 2019, a recruitment letter from Bank Jambi circulated, stating that the qualification requirements for applicants were exclusively for the top alumni of the University of Jambi (UNJA) (Redaktur, 2019). This is undoubtedly discrimination against job seekers because the vacancy is restricted to only one university, thereby not providing equal opportunities to alumni from other institution. Moreover, One of the requirements in job vacancies, especially in the banking industry where the qualification is 'Good Looking' has been debated to date. This qualification is considered as one of the discriminations on a person's physical appearance and it is considered that the company is more concerned with the applicant's physical appearance than the applicant's abilities. This is not following the implementation of EEO. Equal Employment Opportunity (EEO) is an effort made by the government to ensure that every individual has the same opportunity to work regardless of race, age, gender, religion, or ethnicity (Wilson, 2018). Every company must implement Equal Employment Opportunity (EEO) in

all aspects of company human resource management, be it in recruitment, selection, compensation, career development, and various other aspects.

The success of a company can be influenced by several factors, one of which is its human resources. Good employee performance, can affect the overall performance of the company. In the banking industry, performance can be seen from the profitability ratios obtained. Return On Assets shows the bank's capability to accomplish earnings by using its assets, the better the bank's performance if have the greater ratio (Hafiz et al., 2019). Based on data on the performance of the Indonesian banking industry for 2017-2022, the ROA generated by the four groups of banks in Indonesia tends to fluctuate with quite a high margin. Many possibilities can affect this, one of them is employees' performance which also determines the results of profits from the company. According to purwoko, Factors that can affect a bank's performance can be asunder into external and internal factors. Factors that cannot be controlled by management, called external factors. for example, macroeconomic factors and industry characteristics. While factors that clearly affect bank performance related to management called internal factors. One relevant internal factor with that things is employee performance. (Purwoko & Sudityatno, 2013)

Based on this, the company needs to be aware all factors that can impact the performance of employees. This could be started by reviewing the employee withdrawal process through e-recruitment carried

out by the company. Based on previous research conducted at PT. Cakra Mandiri Perkasa, is known that the performance employees is positively and significantly influenced by e-recruitment. (Langgeng Ratnasari et al., 2022)

In addition, it is also important to apply for Equal Employment Opportunity (EEO) in the workplace. The application of EEO in companies can provide motivation and comfortable working conditions which can affect the performance of employees. This is reinforced by previous research at PT. Enciety Binakarya Cemerlang, which states that the performance of employees of PT. Enciety of Binakarya Cemerlang will increase along with the better application of equal employment opportunities in the recruitment and process selection. (Nur Aisyah & Azzuhri, 2014) Similar research was also conducted by Ruchita in India, this study stated there is a strong significant effect between equal opportunities on Employee Performance and the importance of equal opportunities in building an effective workforce to achieve organizational goals. (Ruchita D, 2020)

Based on the research that has been done, researchers have found the fact that in Indonesia the topic of e-recruitment and equal employment opportunity (EEO) has not been studied further, so it still raises questions about the influence of these two things on several aspects, one of which is employee performance. Based on this, researchers are interested in studying further how employee performance especially in the Indonesian banking industry is

viewed from e-recruitment and equal employment opportunity (EEO).

Therefore, the aim of this research is to analyze how E-Recruitment, Equal Employment Opportunity (EEO) and employee performance in the Indonesian banking industry, and how E-Recruitment and Equal Employment Opportunity (EEO) effect on the performance of employees in the Indonesian banking industry simultaneously and partially. The results of this research can produce new knowledge and information that can be used as material for consideration by the concerned parties.

## **LITERATURE REVIEW**

### **1. E-Recruitment**

The recruitment process is the process of identifying job vacancies, analyzing requirements, reviewing applications to be used, screening and selecting the right candidates (Prasetio et al., 2021). Technology and the internet can provide opportunities for companies to achieve business effectiveness, one of which is the use technology to processing the recruitment. E-Recruitment is one of the world's trends in the HR function, where the recruitment process has developed into a sophisticated interactive engine that has the ability to automate every aspect of the recruitment process virtually (Tyagi, 2016). E-Recruitment refers to the use of web-based technology to carry out various processes such as attracting, assessing, selecting, recruiting, and placing candidates in a job (Rahadi & Farid, 2021).

There are several advantages for companies when implementing an E-Recruitment program, namely; 1) Time and cost savings, 2) Reduction of the Administration load of Work, 3) Reach of International Knowledge, 4) Reach of Passive Job Seekers, 5) Positive Impact of the Corporate Website and 6) Decentralization of HR Activities. (Tyagi, 2016)

**2. Equal Employment Opportunity (EEO)**

Equal Employment Opportunity (EEO) is an effort made by the government to be able to ensure that every individual has the same opportunity for work regardless of race, age, gender, religion, or ethnicity (Wilson, 2018). Equal Employment Opportunity aims to ensure that everyone regardless of race, skin color, disability, gender, religion, national origin, or age has equal

opportunities based on their qualifications (Dessler, 2020). In Indonesia, Equal Employment Opportunity is regulated in the Manpower Act Number 13 of 2003 articles 5 and 6. That states about same opportunity and no discrimination in Article 5 and the the right to receive equal treatment states in Article 6

**3. Employee Performance**

Performance is an outcome that achieve in the work of an individual or organization in a certain period (Silaen et al., 2021). Employee performance influences the overall performance of an organization. When employees can provide the best quality in their work, the final result of the company will be optimal. Performance accomplished the employees obligations when working both quality and quantity (Masram & Mu'ah, 2017)

**4. Research Framework**

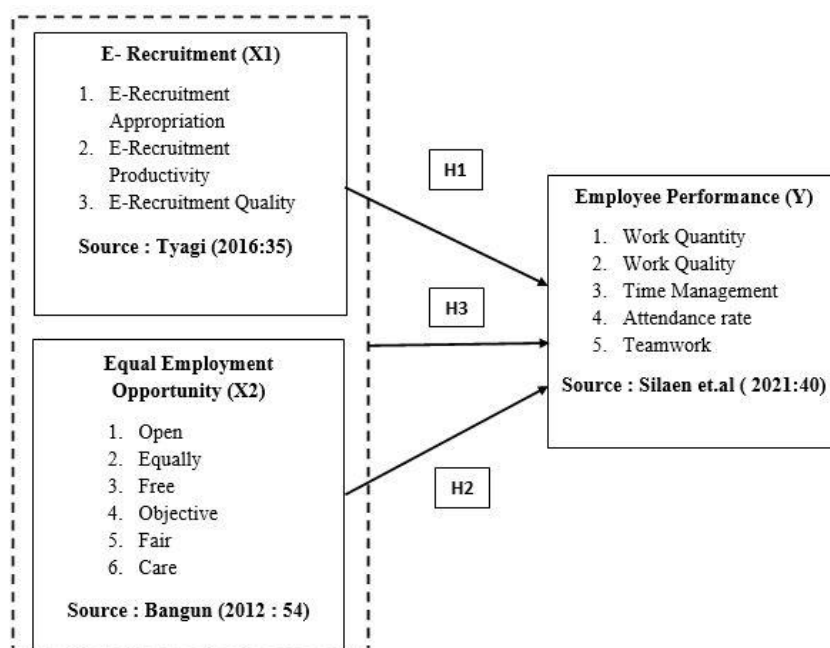


Figure 1. Research Framework

- H1: E-Recruitment influences employee performance in the Banking industry in Indonesia
- H2: Equal Employment Opportunity (EEO) influences the performance of employees in the banking industry in Indonesia
- H3: E-Recruitment and Equal Employment Opportunity (EEO) have an influence on the performance of employees in the Indonesian banking industry simultaneously and partially

**METHODS**

This research type is quantitative research with a descriptive approach. Employee performance is the dependent variable in this study, while E-Recruitment and Equal Employment Opportunity (EEO) are independent variables. Employees in the Indonesian banking industry are the population in this study. The population size in this study is not known with certainty, so the sample to be used is determined based on the calculation of the Lemeshow formula. The number of samples gained from the calculations that have been done is 96,04 and will be rounded up to 100 respondents.

Distributing questionnaires with a purposive sampling technique was used as a data collection method

in this study. Purposive sampling is a technique for determining the sample to be used based on certain criteria. The sample criteria in this study are employees in the Indonesian banking industry as well as employees who have participated in or know about the E-Recruitment system at the company where they currently work. This study uses a Likert scale as a reference for measurement. The Likert scale can be used to measure attitudes, discussions, and responses to social events of individuals or groups of people (Sugiyono, 2015)

The data that has been collected will be processed using descriptive statistical analysis techniques and Structural Equation Model (SEM)-Partial Least Square (PLS) through program SmartPLS 3.0.

**RESULTS**

**1. Descriptive Statistical Analysis**

In the descriptive statistical analysis, the research results of the variables E-Recruitment, Equal Employment Opportunity (EEO), and Employee Performance are explained in the form of respondents' responses to each dimension. The following is a recapitulation of the descriptive statistical analysis of 100 respondents from Indonesian banking industry employees.

Table 1. Recapitulation Of E-Recruitment Variables (X1)

No	Dimension	Percentage	Criteria
1	E-Recruitment Appropriation	91,7%	Very good
2	E-Recruitment Productivity	94,2%	Very good
3	E-Recruitment Quality	91,4%	Very good
	Average Score	92,4%	Very good

The outcome of the descriptive statistical analysis in table 1 shows that E-Recruitment variable average percentage is 92.4%. This

shows that E-Recruitment in the banking industry in Indonesia is classified as very good.



Table 2. Recapitulation Of Equal Employment Opportuniry Variables (X2)

No	Dimension	Percentage	Criteria
1	Open	90,8%	Very good
2	Equally	92,4%	Very good
3	Free	93,1%	Very good
4	Objective	90,1%	Very good
5	Fair	87,7%	Very good
6	Care	91,1%	Very good
	Average Score	90,8%	Very good

The outcome of the descriptive statistical analysis in table 2 shows that Equal Employment Opportunity variable average percentage is is 90.8%. This shows that the Equal Employment Opportunity in the banking industry in Indonesia is classified as very good.

Table 3. Recapitulation Of Employee Performance Variables (Y)

No	Dimension	Percentage	Criteria
1	Work Quantity	87,4%	Very good
2	Work Quality	86,9%	Very good
3	Time Management	87,0%	Very good

4	Attendance rate	95,1%	Very good
5	Teamwork	94,9%	Very good
	Average Score	90,2%	Very good

The outcome of the descriptive statistical analysis in table 3 shows that employee performance variable average percentage is 90.2%. This shows that, the employee performance in the banking industry Indonesia is classified as very good.

## 2. Outer Model Analysis

### a. Convergent Validity

The loading factor value and the Average Variance Extracted (AVE) for each construct indicator are things that need to be considered in the Convergent Validity test. The rule used is the resulting value of  $\geq 0.70$ . However, according to (Hamid et al., 2019) the loading factor and Average Variance Extracted (AVE) values of  $\geq 0.50$  are still acceptable.

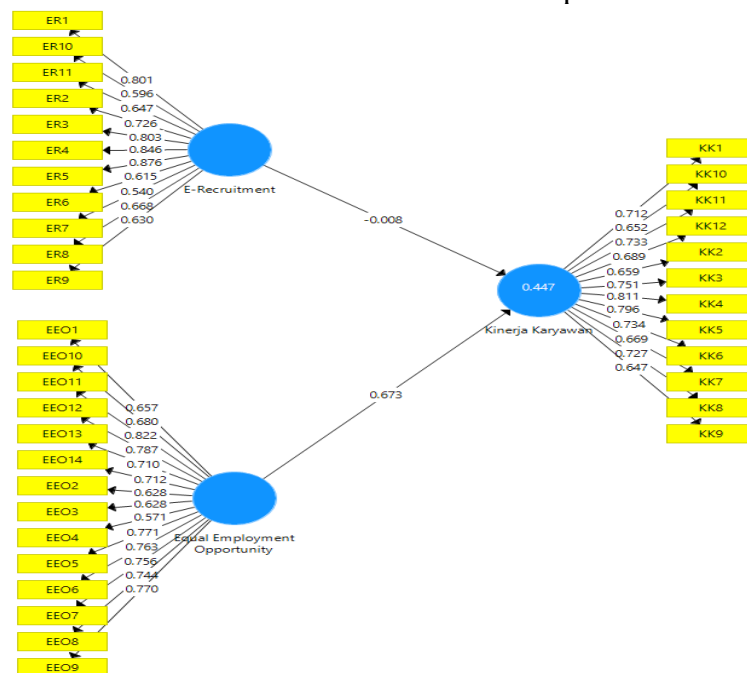


Figure 2. Outer Model Loading Factors

Based on figure 2, the loading factor value for all indicators of the three variables is  $\geq 0.50$ . therefore, it can be concluded that the E-

Recruitment (X1), Equal Employment Opportunities (X2) and Employee Performance (Y) indicators are declared valid.

Table 4. AVE Calculation Results

Variables	AVE Value	Category
E-Recruitment (X1)	0.508	Valid
Equal Employment Opportunity (X2)	0.515	Valid
Employee Performance (Y)	0.514	Valid

Based on the table 4, the Average Variance Extracted (AVE) value for the E-Recruitment (X1), Equal Employment Opportunity (X2), and Employee Performance (Y) variables has a value of  $\geq 0.50$ , so all indicators for the three variables are stated as valid.

**b. Discriminant Validity**

The comparison of the Fornell – Larcker criteria values of each variable must exceed the correlation between constructs in the model to confirm discriminat validity. As stated by data processing that has been done in table 5, it assured all indicators for the three variables pass the Discriminant validity test and are declared valid.

Table 5. Fornell-Larcker Criteria Calculation Results

	<i>E-Recruitment (X1)</i>	<i>Equal Employment Opportunity (X2)</i>	<i>Employee Performance (Y)</i>
E-Recruitment (X1)	0.712		
Equal Employment Opportunity (X2)	0.566	0.717	
Employee Performance (Y)	0.372	0.668	0.717

**c. Reliability**

Cronbach's Alpha and Composite Reliability values are measured to see whether a construct is reliable or not. Composite Reliability and Cronbach Alpha values must be  $\geq 0.70$  so that the indicators can be declared reliable. Based on the data in table 6, variables E-

Recruitment (X1), Equal Employment Opportunity (X2), and Employee Performance (Y) Cronbach's Alpha and Composite Reliability values are generated above  $\geq 0.70$ . So it can be concluded that the three constructs are declared reliable.

Table 6. Reliability Test Calculation Results

Variables	Cronbach's alpha	Composite reliability	Category
E-Recruitment (X1)	0.903	0.917	Reliable
Equal Employment Opportunity (X2)	0.927	0.936	Reliable
Employee Performance (Y)	0.913	0.927	Reliable



### 3. Inner Model Analysis

R-Square value is considered when evaluating the structural model. This value is worn to admeasurement the degree of variation by the independent variable to the dependent variable. A value of 0.75 mean the model in the strong category, a value of 0.50 mean the moderate model and a value of 0.25 mean a weak model, (Ghozali, 2021). As stated by data in table 7, the R-Square value is 0.447. From these values, it can be concluded that 44.7% of employee performance (Y) is influenced by E-Recruitment (X1) and Equal Employment Opportunity (X2), and 55.3% is influenced by other variables. The R-Square value indicates that the model in this study is weak.

Table 7. Coefficient of Determination Calculation Results

Variable	R-Square	Category
Employee Performance (Y)	0.447	Weak

Table 8. Hypothesis Test Calculation Results

Hypothesis	Path	T-Statistics	T-Table	P-Values	Category
H1	ER -> KK	0.080	1.96	0.937	Rejected
H2	EEO -> KK	8.861	1.96	0.000	Accepted

The results of data processing in table 8 show p-values of  $0.937 \geq 0.05$  and t-statistics values of  $0.080 \leq 1.96$  so **H1 is rejected**. Through these results, there is no significant effect of E-Recruitment (X1) on employee performance (Y) in the banking industry in Indonesia. Furthermore, in the second hypothesis, the results of data processing show p-values of  $0.000 \leq 0.05$  and t-

### 4. The Goodness of Fit Test

The Goodness of Fit Test is used to measure the suitability of the data and the model, when there is no difference between the model and the data, the model can be said to be fit, (I Made Laut Mertha Jaya, 2020). GoF values range from 0 to 1, with 0.1 indicating a small GoF, 0.25 indicating a medium GoF, and 0.36 indicating a large GoF. The Goodness of Fit value obtained was 0.479. This research model is classified as having a high GoF because the value is greater than 0.36.

$$\begin{aligned}
 GoF &= \sqrt{AVExR^2} \\
 &= \sqrt{0.514 \times 0,447} \\
 &= 0,479
 \end{aligned}$$

### 5. Hypothesis Test (Partial Effect)

The partial effect hypothesis can be answered by looking at the resulting p-values and t-statistics, where when the p-values  $\leq 0.05$  and t-statistics  $\geq 1.96$ , the hypothesis is accepted. This value shows the influence and level of significance from the independent variable to the dependent variable.

statistics values of  $8.861 \geq 1.96$ , so **H2 is accepted**. Through these results, it can be concluded that there is a significant effect between Equal Employment Opportunities (X2) on Employee Performance (Y) in the Banking Industry in Indonesia.

### 6. Hypothesis Test (Simultant Effect)

Simultaneous influence is carried out through the calculation of the F Test, the formula for

carrying out the F test is as follows (Sugiyono, 2015) :

$$F_h = \frac{R^2 / k}{(1 - R^2) / (n - k - 1)}$$

Description :

R = Coefficient of Determination (R-Square)

k = Number of independent variables

n = Number of sample members

The results of F count ( $F_h$ ) will be compared with F table ( $F_t$ ) using a 5% confidence level with the decision criterion that the hypothesis will be accepted if the value of  $F_h > F_t$ , otherwise if the value of  $F_h < F_t$  then the hypothesis is rejected. The following are the calculation results from the F Test:

$$\begin{aligned} F_h &= \frac{R^2/k}{(1-R^2)/(n-k-1)} \\ &= \frac{0.447^2 / 2}{(1-0.447^2) / (100-2-1)} \\ &= 0,1998 \\ &= 0,0082 \\ &= 24,366 \end{aligned}$$

Then for the value of F table ( $F_t$ ) obtained through the calculation of Ms. Excel with the formula  $FINV(\text{Significance};df1;df2)$  where  $df1$  is the degrees of freedom of the numerator = k and  $df2$  is the degrees of freedom of the denominator = (n-k-1). Based on this formula,  $FINV(0.05; 2; 97)$  and the results obtained are 3.090

The calculation results show that the  $F_h$  value is 24.366 and the  $F_t$  is 3.090. From these results the value of  $F_h > F_t$  so that **H3 is accepted**. It can be interpreted that E-Recruitment (X1) and Equal Employment Opportunity (X2) have an influence on employee performance (Y) in the Indonesian banking industry simultaneously and partially, or there is at least one independent variable

that has a significant effect on Y, namely variable X2.

## DISCUSSION

The use of technology in E-recruitment provides benefits to applicants and companies to make it easier to carry out the recruitment process. The results of the descriptive statistical analysis of the e-recruitment variable show a very good category, with a percentage of 92.4%. Nonetheless, in this study, it is known that there is no significant effect of E-Recruitment (X1) on employee performance (Y) in the banking industry in Indonesia. Through this statement it can be concluded that, good and successful implementation of e-recruitment does not affect the performance of employees who have been accepted at the company. This statement is also in accordance with previous research by Munati that states the recruitment process does not affect employee performance. (Munaty et al., 2022) Analysis results from Suwanto also states that recruitment has no effect on performance (Suwanto & Subyantoro, 2019)

Furthermore, in e-recruitment, the process of withdrawing employees is carried out based on standard operating procedures (SOPs) that have been determined by the company. The company will only select prospective employees who meet the required competency standards based on the results of tests conducted during the recruitment process. However, when employees have been accepted and start doing their jobs, it is possible for employees overloaded doing their job. What's more, bank employees are included in the 5 high-paying jobs

with high-stress levels (Muliana, 2016). In addition, the mismatch placement of employees who have been accepted in the recruitment process with the potential they have also affects these results. This statement is reinforced by previous research which states that there is no positive effect between recruitment and employee performance, this is because companies carry out recruitment using a standard process so that prospective employees do not go through a special process at that company. Therefore, competence is not a factor that influences employee performance. (Panaha et al., 2022)

Meanwhile, Equal Employment Opportunity (X2) has a significant influence on employee performance (Y) in the banking industry in Indonesia. This statement is in line with previous research reviewed by Mrs. Ruchita D Gargelwar who stated that equal opportunities have an important influence on employee performance. His research also states that equal opportunities can build a strong and effective workforce to achieve organizational goals and be able to meet the needs of employees in companies (Ruchita D, 2020)

In addition, another study conducted by Aggri Hapsari Nur Aisyah and Misbahuddin Azzuhri stated the same thing. In his research it was stated that equal employment opportunities in the form of no discrimination during the recruitment process had a positive influence on the performance of employees at PT. Cemerlang Binakarya Enciety (Nur Aisyah & Azzuhri, 2014).

## CONCLUSION

As explained from the data analysis and discussion that has been completed by researchers, it is concluded that the E-Recruitment variable in the banking industry in Indonesia is classified as very good, this can be seen from the average percentage gain of 92.4%. Then the Equal Employment Opportunity (EEO) variable gets an average percentage of 90.8%. thus indicating that the Equal Employment Opportunity (EEO) in the banking industry in Indonesia is classified as very good. Meanwhile, based on the results of respondents' responses to employee performance variables, an average percentage of 90.2 was obtained. This shows that the performance of employees in the banking industry in Indonesia is classified as very good.

As stated by data processing that has been done, there is no significant effect of E-Recruitment (X1) on employee performance (Y) in the banking industry in Indonesia. This is indicated by the resulting p-values of  $0.937 \geq 0.05$  and the t-statistics values of  $0.080 \leq 1.96$ . Meanwhile, there is a significant effect between Equal Employment Opportunities (X2) on Employee Performance (Y) in the Banking Industry in Indonesia. This can be seen by the resulting p-values of  $0.000 \leq 0.05$  and the t-statistics values of  $8.861 \geq 1.96$ . Then the E-Recruitment and Equal Employment Opportunity (EEO) variables have an influence on employee performance (Y) in the Indonesian banking industry simultaneously and partially. This is indicated by the resulting F<sub>h</sub> value of 24.366 and F<sub>t</sub> of 3.090 or  $F_h > F_t$

Based on the report and the conclusion that has been presented from this research, the researcher hopes that the company can review every process and aspect that supports E-Recruitment, pay attention again to the company's equity to each employee, and conduct regular evaluations of employee performance and factors that influence the optimization of that performance.

In this study, the number of respondents was still limited and there were not all employee representatives from each banking company in Indonesia. Therefore, the researcher suggests that further research can increase the number of respondents and distribute questionnaires with a wider range so that the results of the research can be more accurate. In addition, future researchers can also add other variables that are felt to have a stronger influence on the dependent variable, so that in the future they can produce more developed discoveries and knowledge.

## REFERENCES

- Anand J., & Chitra Devi. S. (2016). The Impact of E-Recruitment and challenges faced by HR Professionals. *International Journal of Applied Research*, 2(3).
- Amarazka, V. (2022). Rekrutmen Online: Pengertian, Kelebihan, dan Kekurangannya. <https://talentics.id/blog/talentic-s/hr-technology/rekrutmen-online-pengertian-kelebihan-dan-kekurangannya>
- Bayu. (2022). *APJII: Pengguna Internet Indonesia Tembus 210 Juta pada 2022*. Tersedia Pada: <https://DataIndonesia>. Id/Digital/Detail/Apjii-Pengguna-Internet-Indonesia-Tembus-210-Juta-Pada-2022 (Diakses: 5 September 2022).
- Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.
- Dwinda, A. (2020). "Kelebihan dan Tantangan Rekrutmen Online". <https://employers.glints.com/id-id/blog/kelebihan-dan-tantangan-rekrutmen-online/>
- Ghozali, I. (2021). Partial Least Squares, Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.2.9 untuk peneliti. In *Universitas Diponegoro* (Vol. 3).
- Hafiz, M. S., Radiman, R., Sari, M., & Jufrizen, J. (2019). Analisis Faktor Determinan Return on Asset pada Bank BUMN yang Terdaftar di Bursa Efek Indonesia. *Jurnal Manajemen Dan Keuangan*, 8(2). <https://doi.org/10.33059/jmk.v8i2.1681>
- Hamid, R. S., Anwar, S. M., Salju, Rahmawati, Hastuti, & Lumoindong, Y. (2019). Using the triple helix model to determine the creativity a capabilities of innovative environment. *IOP Conference Series: Earth and Environmental Science*, 343(1). <https://doi.org/10.1088/1755-1315/343/1/012144>
- I Made Laut Mertha Jaya. (2020). Metode Penelitian Kuantitatif dan Kualitatif: Teori, Penerapan dan Riset Nyata. In *Anak Hebat Indonesia*.
- Langgeng Ratnasari, S., Rahayu Suryadinata, P., & Ariyati, Y.

- (2022). E-Recruitment, Seleksi, Dan Penempatan Karyawan Terhadap Kinerja Karyawan. *Jurnal Ecoment Global; Kajian Bisnis Dan Manajemen*, 7(1).
- Masram, H., & Mu'ah. (2017). *Manajemen Sumber Daya Manusia Profesional* (1st ed.). Zifatama.
- Muliana, V. A. (2016). *5 Pekerjaan Bergaji Besar dengan Tingkat Stress Tinggi*. Liputan 6. <https://www.liputan6.com/bisnis/read/2491946/5-pekerjaan-bergaji-besar-dengan-tingkat-stres-tinggi>
- Munaty, S., Rawi Dandono, Y., & Tinggi Ilmu Ekonomi Bhakti Pembangunan, S. (2022). The Effect of Recruitment, Selection and Training Process on Employee Performance. *International Journal of Management and Digital Business*, 1(1), 37–51. <https://journal.adpebi.com/index.php/ijmdb>
- Mwangi, P. I. I. J., & Reuben, J. M. (2019). Effects of E-Recruitment and E-Training on Human Resource Performance: a Case Study of Telkom Kenya. *International Journal of Research Publication*, 43(1).
- M, Leandha. (2016). “Dipecat Tanpa Alasan Jelas, 4 Karyawan Gugat Bank Bumi Arta”. <https://regional.kompas.com/read/2016/12/13/15592851/dipecat.tanpa.alasan.jelas.4.karyawan.gugat.bank.bumi.arta?page=all>
- Nur Aisyah, A. H., & Azzuhri, M. (2014). Pengaruh Persepsi Equal Employment Opportunity Terhadap Kinerja Karyawan Melalui Proses Rekrutmen Dan Proses Seleksi Pada Pt. Enciety Binakarya Cemerlang. *Journal of Chemical Information and Modeling*, 53(9), 1–20.
- Panaha, N. L., Areros, W. A., & Rogahang, J. J. (2022). Pengaruh Rekrutmen dan Seleksi Terhadap Kinerja Karyawan PT. Angkasa Pura 1 (Persero) Bandar Udara Internasional Sam Ratulangi Manado. *Productivity*, 3(4), 297–303.
- Prasetio, A., Sary, F. P., Disastra, G. M., & Dudija, N. (2021). *Manajemen SDM Digital Strategi Bertahan di Era Industri 4.0*. Diandra.
- Prahsia, A.L. (2022). Kenali Kelebihan dan Kekurangan Rekrutmen Online Masa Kini. <https://match-recruitment.co.id/resources/recruitment-101/kenali-kelebihan-dan-kekurangan-rekrutmen-online-masa-kini/>
- Purwoko, D., & Sudityatno, B. (2013). Faktor-Faktor yang Mempengaruhi Kinerja Bank (Studi Empirik pada Industri Perbankan di Bursa Efek Indonesia). *Jurnal Bisnis Dan Ekonomi*, 20(1).
- Rahadi, D. R., & Farid, M. M. (2021). *E-Recruitment and Selection*. CV. Lentera Ilmu Mandiri.
- Redaktur. (2019). “Beredar Surat Rekrutmen Karyawan Bank Jambi Khusus Untuk Alumni UNJA, Ombudsman Sebut Diskriminasi”. <https://www.metrojambi.com/>

- metro/13522722/Soal-Surat-Rekrutmen-Khusus-untuk-Alumni-Unja-Ini-Klarifikasi-Bank-Jambi
- Ruchita D, G. (2020). Effect of Equal Opportunities on Employee's Performance: An Analytical Review. *International Journal of Scientific Development and Research*, 5(5), 635–637. [www.ijedr.org](http://www.ijedr.org)
- Silaen, N. R., Syamsuriansyah, Chairunnisah, R., & Sari, M. R. (2021). *Kinerja Karyawan*.
- Sugiyono. (2015). Metode Penelitian Pendidikan. Bandung. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, Dan R&D)*, 308.
- Suwarto, F. X., & Subyantoro, A. (2019). The Effect of Recruitment, Selection and Placement on Employee Performance. In *International Journal of Computer Networks and Communications Security* (Vol. 7, Issue 7).
- Tyagi, A. (2016). *Impact Of E-Recruitment On Human Resource* - Google Books. Horizon Books.
- Wilson, B. (2018). Manajemen Sumber Daya Manusia In Manajemen Sumber Daya Manusia. In *Edisi Revisi Jakarta: Bumi Aksara*.