

The Impact of Recruitment and Selection on Human Resource Quality in the Digital Era

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ABSTRACT

In today's rapidly evolving digital era, organizational success is largely determined by the ability to manage quality human resources (HR). Competent, adaptive, and innovative HR are key for companies to survive and compete amidst the dynamic business environment. One important factor in creating quality HR is an effective and targeted recruitment and selection process. This study uses a quantitative approach. The population in this study is all employees or staff at companies/agencies that have implemented a digital-based recruitment and selection system. Data analysis was conducted using Multiple Linear Regression with SPSS. Based on the results of the study and analysis, it can be concluded that recruitment and selection have a significant influence on the quality of human resources in the digital era. A recruitment and selection process that is designed effectively, systematically, and technology-based can produce a competent, adaptive workforce with abilities in accordance with the demands of the development of the modern workplace.

ABSTRAK

Dalam era digital yang berkembang pesat saat ini, keberhasilan organisasi sangat ditentukan oleh kemampuan dalam mengelola sumber daya manusia (SDM) yang berkualitas. SDM yang kompeten, adaptif, dan inovatif menjadi kunci utama bagi perusahaan untuk

bertahan dan bersaing di tengah perubahan lingkungan bisnis yang dinamis. Salah satu faktor penting dalam menciptakan SDM berkualitas adalah proses rekrutmen dan seleksi yang efektif dan tepat sasaran. Penelitian ini menggunakan pendekatan kuantitatif. Populasi dalam penelitian ini adalah seluruh karyawan atau pegawai pada perusahaan/instansi yang telah menerapkan sistem rekrutmen dan seleksi berbasis digital. Analisis data dilakukan menggunakan Regresi Linier Berganda dengan SPSS. Berdasarkan hasil kajian dan analisis, dapat disimpulkan bahwa rekrutmen dan seleksi memiliki pengaruh yang signifikan terhadap kualitas sumber daya manusia di era digital. Proses rekrutmen dan seleksi yang dirancang secara efektif, sistematis, dan berbasis teknologi mampu menghasilkan tenaga kerja yang kompeten, adaptif, serta memiliki kemampuan sesuai dengan tuntutan perkembangan dunia kerja modern.

INTRODUCTION

In today's rapidly evolving digital era, organizational success is largely determined by the ability to manage quality human resources (HR). Competent, adaptive, and innovative HR is key for companies to survive and compete amidst the dynamic business environment. An effective and targeted recruitment and selection process is crucial for creating quality HR (Haratua et al., 2025).

Recruitment and selection are the initial stages in human resource management, serving to obtain a workforce that meets the organization's needs. This process not only aims to fill vacant positions but also ensures that recruited individuals possess competencies, values, and potential that align with the company's vision and mission. In the digital era, the recruitment and selection process has undergone significant transformation through the use of technologies such as online recruitment systems, artificial intelligence (AI), and professional social media platforms (e.g., LinkedIn), making it easier for companies to reach candidates broadly and efficiently (Irfieh & Supendi, 2024).

However, digital transformation also presents new challenges. Inappropriate use of technology can lead to algorithmic bias, reduce the human touch in selection processes, and create gaps for candidates less familiar with digital technology. Therefore, companies need to balance the use of digital technology with a humanistic approach in the recruitment and selection process to obtain talent with not only technical skills but also strong interpersonal skills and organizational values (Alwy, 2022).

The quality of human resources resulting from an effective recruitment and selection process will directly impact productivity, innovation, and overall organizational performance. Conversely, recruitment errors can incur high costs, both in terms of time, training, and decreased performance. Therefore, it is crucial for organizations to evaluate and adapt their recruitment and selection strategies to meet the demands of the digital era, which emphasizes speed, accuracy, and transparency of processes (Amalina Saputri et al., 2024).

Based on various previous studies, many studies have discussed the relationship between recruitment and selection on the quality of human resources, but most of these studies still focus on the conventional recruitment and selection process, which is carried out manually without utilizing digital technology (Sobari & Tussoleha Rony, 2025). As well as assessing the impact of recruitment and selection separately, not simultaneously, on the quality of human resources (Pratama et al., 2023) This gap indicates that there is still room to deepen understanding of how the implementation of digital-based recruitment and selection affects the quality of human resources amidst changes in work methods, the need for new competencies, and the integration of information technology in human resource management (Husen et al., 2025).

The novelty of this research lies in its focus on the digital era, where the recruitment and selection process is no longer seen as an administrative activity, but as a technology-based strategy that utilizes digital systems, social media, and artificial intelligence (AI). It emphasizes the quality of digital human resources, namely employees who not only have technical competence, but also adaptability, digital literacy, and high innovation power. The integration of theory and practice, by combining classical HR management concepts and modern digital approaches as the basis for analyzing the influence of recruitment and selection on HR quality today (Daminik et al., 2024). Thus, this research offers a new perspective in understanding the important role of digital recruitment and selection in the formation of superior and adaptive human resource quality in the era of increasingly rapid digital transformation (Zubaedah & Fahri, 2023).

Based on the description, this study aims to analyze the influence of recruitment and selection on the quality of human resources in the digital era, with the hope of contributing to the development of HR management strategies that are more adaptive, efficient, and oriented towards improving the quality of the workforce.

RESEARCH METHODS

Types and Approaches of Research

This research uses a quantitative approach with an associative method, which aims to determine the relationship or influence between two or more variables. This approach was chosen because the research focuses on measuring the extent to which recruitment and selection influence the quality of human resources in the digital era objectively and measurably through numerical data.

Location and Time of Research

Study This was carried out in companies/agencies that had implemented a digital recruitment and selection system, with a research period of approximately 3 months, covering the preparation stage, data collection, and analysis of results.

Population and Sample

The population in this study was all employees at companies/agencies that have implemented digital-based recruitment and selection systems. The research sample was determined using purposive sampling, which involves selecting samples based on specific criteria, for example:

1. Employees recruited through digital or online systems,

2. Have worked for at least 1 year,
3. Be directly involved in the process or outcome of digital recruitment and selection.

The number of samples used was adjusted to the analysis needs, namely 100 respondents

Data Types and Sources

The data used consists of:

1. Primary data, obtained directly from respondents through questionnaires filled out by employees or HRD.
2. Secondary data, obtained from company documents, HR reports, literature, and journals relevant to recruitment, selection, and HR quality in the digital era.

Data collection technique

Data collection techniques are carried out through:

1. The questionnaire uses a Likert scale (1–5) to measure respondents' perceptions of the research variables,
2. A short interview to deepen the questionnaire results,
3. Literature study to support research theories and concepts.

Data Analysis Techniques

Data analysis was performed using:

1. Validity and reliability tests to ensure the questionnaire is suitable for use,
2. Classical assumption tests (normality, multicollinearity, heteroscedasticity),
3. Multiple linear regression analysis to test the effect of recruitment (X_1) and selection (X_2) on the quality of human resources (Y),
4. The t-test and F-test are used to determine the significance of the influence of each variable.
5. The coefficient of determination (R^2) is used to determine how much recruitment and selection contributes to the quality of human resources.

RESULTS AND DISCUSSION

1. Normality Test

The purpose of the normality test is to determine whether the residual or confounding variables in a modelThe regression model is normally distributed. This study used the non-parametric Kolmogorov-Smirnov statistical test to test for normality. If the significance value is greater than 0.05, the data is considered normally distributed. The findings of the normality test are shown in the table below:

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			42
Normal Parameters ^{a,b}	Mean		.0000000
	Standard Deviation		1.54310701
Most Extreme Differences	Absolute		.163
	Positive		.052
	Negative		-.144
Kolmogorov-Smirnov Z			1,062
Asymp. Sig. (2-tailed)			.324
a. Test distribution is Normal.			
b. Calculated from data.			

Source: Data processed with SPSS 2025

Based on the test results in the table above, the Kolmogorov-Smirnov value is 1.062 and the valuesignificant $0.324 > 0.05$. So it can be said that the residual value is normally distributed, so the analysis can be carried out to the next analysis, namely regression analysis.

2. Multicollinearity Test

Multicollinearity testing aims to test whether in a regression modelA correlation was found between the independent variables. In a good regression, there should be no correlation between

the variables. The following table shows the results of the multicollinearity test: poverty level and economic growth

Table 2. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
	Recruitment	.325	3,278
	Selection	.242	2,641
	Human Resources Quality	.241	3,002

Source: Data processed with SPSS 2025

Based on the table above, it can be concluded that all variables do not exhibit multicollinearity in the data processed in this study. This is because the tolerance significance value for all variables is greater than 0.01, and the VIF value for all variables is less than 10.

3. Test Heteroscedasticity

The Heterogeneity Test aims to determine whether the residual variances of one observation differ from another in the regression, which is called homoscedasticity. If they differ, it is called heterogeneity. This study uses the Glejser test to determine whether homoscedasticity is present. The test results are shown in the figure below:

Table 3. Results of Heteroscedasticity Test (Glejser Method)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.454	.536	.421	4,613	.007
Recruitment	.342	.125	.230	2,214	.335
Selection	.234	.138	.242	2,274	.340
a. Dependent Variable: res2					

Source: Data processed with SPSS 2025

Based on the test results in the table above, it shows that the Recruitment variable (X1) has a significance value of $0.335 > 0.05$ so it can be concluded that there are no symptoms of heteroscedasticity in the Recruitment measurement variable. The Selection variable (X2) has a significance value of $0.340 > 0.05$ so it can be concluded that there are no symptoms of heteroscedasticity in the Selection variable.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2) and a dependent variable (Y). This analysis aims to determine the direction of the relationship between the independent variables and the dependent variable, whether each independent variable is positively or negatively related. The following are the results of the multiple regression analysis using SPSS, which can be seen in the following table:

t-test results (t-test)

The t-test shows the relationship between each independent variable (X1 and X2) and the dependent variable with a significance level of 0.05 (5%) and Degrees of Freedom (df) = nk. Based on the following criteria.

- a. Determine the criteria for testing research hypotheses by comparing the calculated t value with the t table.
 - 1) If the t table value $>$ t count, then H_0 is rejected and H_1 is accepted.
 - 2) If the t table value $<$ t calculated then H_0 is accepted and H_1 is rejected.
- b. By using the probability significance figures
 - 1) If the sig value $>$ 0.05 then H_0 is accepted and H_1 is rejected.
 - 2) If the sig value $<$ 0.05 then H_1 is accepted and H_0 is rejected.

Table 4. Results of the t-test

Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.654	0.452		.327	.679
Recruitment	.273	.238	.236	2,870	0.00
Selection	.331	.162	.376	2,256	0.03
a. Dependent Variable:					

Source: Data processed by researchers using SPSS 2025

Table 5 shows that recruitment influences the quality of human resources in the digital era with a t-statistic value of 2.870 and a sig value of $0.050 < 0.05$. Selection influences the quality of human resources in the digital era with a t-statistic value of 2.256 and a p-value of $0.003 < 0.05$.

Coefficient of Determination Test

The coefficient of determination test measures the ability of the dependent variable to be explained by the independent variable. The results of the coefficient of determination test can be seen in the table below:

Table 5. Results of the coefficient of determination

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.682a	.867	.552	34.5
a. Predictors: (Constant),				

Source: Data processed by researchers using SPSS 2025

Based on the table above, the coefficient of determination (R Square) value is 0.867, which means 86.7%. This figure means that the variables recruitment and selection simultaneously influence quality of human resources in the digital era Y. While the rest is influenced by variables outside this regression equation or variables that are not studied.

Recruitment Impacts Human Resource Quality in the Digital Era

Based on the analysis results, it shows that recruitment influences the quality of human resources in the digital era. Recruitment is a very important initial process in human resource management, because through this process, organizations can attract individuals who have the potential and competencies according to the company's needs. In the digital era, the recruitment system has undergone significant changes with the presence of various digital platforms such as online job portals, professional social media (LinkedIn, JobStreet, Glassdoor), as well as the use of e-recruitment systems and artificial intelligence (AI) in candidate screening.

An effective recruitment process will directly impact the quality of the human resources produced. Through a sound digital recruitment strategy, companies can reach more candidates, expedite the hiring process, and select applicants with more suitable qualifications. This contributes to improving the quality of human resources in terms of competency, productivity, and adaptability to technological change.

Furthermore, digital recruitment also enables companies to implement principles of transparency and efficiency. Prospective employees can access job openings openly, understand the required criteria, and easily complete the application process. This way, companies have a greater chance of attracting candidates who are not only technically superior but also possess a value fit with the organization's culture (Putriana & Sabariah, 2025).

However, the effectiveness of digital recruitment also depends on its strategy and implementation. Recruitment conducted without careful planning or relying solely on algorithms without considering human factors can reduce the quality of the human resources obtained

(Putra et al., 2025) Therefore, it is important for companies to combine digital technology with a humanistic approach in the recruitment process, for example by involving in-depth interviews, soft skills assessments, and behavioral analysis of prospective employees (Hizbullah, 2025).

Empirically, various studies have shown that recruitment has a positive and significant impact on the quality of human resources. This means that the better the recruitment process implemented, in terms of strategy, systems, and implementation, the higher the quality of the resulting human resources. People recruited through an effective system tend to have more appropriate competencies, integrity, and the ability to adapt to technology and a digital work culture (Ulum et al., 2025).

Thus, it can be concluded that in the context of the digital era, effective, transparent, and modern technology-based recruitment plays an important role in improving the quality of human resources, which will ultimately support organizational performance and competitiveness amidst increasingly rapid digital transformation.

Selection Impacts Human Resource Quality in the Digital Era

The analysis shows that selection influences the quality of human resources in the digital era. Selection is the next step after the recruitment process, aiming to identify the best candidates who best meet the needs and qualifications of the position. In the context of human resource management, selection plays a crucial role in ensuring that individuals recruited possess not only technical skills but also character, personality, and values that align with the organization's culture.

In the digital era, the selection process has undergone a major transformation through the use of information technology. Many companies now employ digital-based selection systems, such as online assessments, computer-based testing, video interviews, and the use of Artificial Intelligence (AI) and Big Data to assess candidates' abilities and personalities more objectively and efficiently. This approach enables companies to conduct faster, more accurate assessments, and be free from excessive human bias.

Results of previous research (Fauziah & Arnu, 2020; Herawati et al., 2024; Mahmudah et al., 2024; Wahyudi & et al., 2023) Research shows that selection has a positive and significant impact on human resource quality. An effective selection process will produce employees who are more competent, disciplined, and able to adapt to technological developments and dynamic work environments. Conversely, inappropriate selection can reduce productivity and increase training costs and employee turnover.

Therefore, in this fast-paced and competitive digital era, technology-based selection, conducted objectively, transparently, and comprehensively, is crucial for improving the quality of human resources. With a qualified workforce, organizations can innovate, grow, and compete sustainably in the era of digital transformation.

CONCLUSION

Based on the results of the study and analysis, it can be concluded that recruitment and selection significantly influence the quality of human resources in the digital era. Effectively designed, systematic, and technology-based recruitment and selection processes can produce a competent, adaptive workforce with the skills to meet the demands of the modern workplace.

Digital recruitment processes conducted through various online platforms, e-recruitment systems, and professional social media platforms enable companies to reach prospective employees more broadly and efficiently. Effective recruitment helps companies attract candidates with superior potential and a strong cultural fit, thereby improving the quality of the human resources they recruit.

Meanwhile, selection processes conducted digitally through computer-based assessments, virtual interviews, and the use of data and algorithms can screen candidates objectively and accurately. A sound selection process ensures that hired employees truly possess the competencies, personality, and adaptability needed to face the challenges of the digital era.

Overall, the research findings confirm that the better an organization's recruitment and selection processes, the higher the quality of its human resources. With qualified human

resources, organizations can increase productivity, innovation, and competitiveness amidst the accelerating digital transformation.

Therefore, companies need to continue to develop efficient technology-based recruitment and selection strategies while still maintaining humanistic values, so that the process of searching and assessing the workforce is not only oriented towards speed, but also on the quality and suitability of individual character to the needs of the organization.

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