

DOI: <https://doi.org/10.38035/dijemss.v5i6>

Received: 7 July 2024, Revised: 9 August 2024, Publish: 10 August 2024

<https://creativecommons.org/licenses/by/4.0/>

## Human Resource Management in the Digital Era: Case Study of Recruitment and Career Development in the Indonesian Banking Sector

Ce Mulya Rizki Anugrah<sup>1</sup>, Fithri Suciati<sup>2</sup>, Wawan Ruswandi<sup>3</sup>, Heri Patandung<sup>4</sup>

<sup>1</sup> Universitas Linggabuana PGRI Sukabumi, West Java, Indonesia, [cemulyarizki3@gmail.com](mailto:cemulyarizki3@gmail.com)

<sup>2</sup> Universitas Linggabuana PGRI Sukabumi, West Java, Indonesia, [suciatifithri46@gmail.com](mailto:suciatifithri46@gmail.com)

<sup>3</sup> Universitas Linggabuana PGRI Sukabumi, West Java, Indonesia, [wawan.mini75@gmail.com](mailto:wawan.mini75@gmail.com)

<sup>4</sup> Universitas Linggabuana PGRI Sukabumi, West Java, Indonesia, [heripatandung@gmail.com](mailto:heripatandung@gmail.com)

\*Corresponding Author: [cemulyarizki3@gmail.com](mailto:cemulyarizki3@gmail.com)

**Abstract:** In this digital era, the changes that occur in a company move quickly, so companies must be able to adapt and have a strategy so as not to be disturbed by current developments, one of which is managing and paying attention to the quality of human resources. well, which can start with quality recruitment patterns and appropriate career development, including in the banking sector. The aim of this research is to find out how human resources are managed, especially patterns of worker recruitment and career development carried out by the banking sector in Indonesia. The method used in this research is descriptive analysis, with the main data source being the financial reports of BRI and Bank Mandiri. The research results show that there are similarities in the recruitment and career development patterns of the four banks, namely the use of digital technology in recruitment and career development, digital skills possessed by workers, and competency-based career development. Apart from similarities, there are also several differences, including the recruitment methods used and career development programs, which are influenced by the company's strategic focus.

**Keyword:** Human Resources, Management, Digital Era, Banking, Recruitment, Career Development.

### INTRODUCTION

World developments are increasingly moving quickly and dynamically, forcing every company to be able to adapt and innovate so as not to be disrupted and be able to maintain its business, including the banking world, which has entered a new era, namely the digital era. The digital era makes all banking services more practical, easier, and efficient. Customers no longer flock to the bank to find out how much balance they have left because, with mobile banking facilities, everything can be done easily. Another benefit of business transformation in the digital world is easy access and 24-hour connectivity without service time limits, lower operational costs, and an improved level of security. However, conventional services

delivered directly to the bank are still considered. This is in line with the availability of access to utilize banking products and services, or the financial inclusion index for banking services in 2022, which has reached 74.03%; however, the level of banking literacy in Indonesia has only reached 49.93%, which means that not all people have knowledge about it. good (Otoritas Jasa Keuangan, 2022).

On the other hand, the development of technology and digital use, as well as the increasing level of literacy and inclusion in banking every year, must be balanced with the quality of good and capable human resources. One of them is managing and paying attention to the quality of human resources, starting from the grass roots, namely recruiting prospective workers. Recruiting good prospective workers will produce workers who have the qualities needed by the company; on the other hand, mistakes in recruiting good workers will increase the burden on the company to carry out training in the future so that they have competencies that are in accordance with the standards set by the company. Then what must be considered is the career development strategy carried out by the company to suit market needs. Good career development will have an impact on the quality and competence of workers and will help workers plan their careers in the future so that the contribution of the workers concerned can also be more optimal. On the other hand, unclear career development has the potential to result in suboptimal employee performance and demotivation, which will have an impact on the company.

BRI and Bank Mandiri are the four banks that are included in two of the four best banks in Indonesia, according to Forbes 2000 magazine, based on indicators of sales, assets, profits, and market value (Murphy & Tucker, 2023). The two banks, respectively, occupy positions 308 (BRI) and 418 (Bank Mandiri). The success of these four banks in being included in the Global 2000 list is certainly an achievement in itself and a recognition of their performance so far. However, one of the factors in this success is human resource management, especially the recruitment of new workers and the career development of workers in the company. Based on this, researchers are interested in examining the recruitment and career development processes at these four banks so that they can be included in the ranks of the best companies in the world, according to Forbes magazine.

## **METHOD**

The method used in this research uses a qualitative approach with descriptive analysis. Qualitative research is intended to understand phenomena regarding what research subjects have, for example, perceptions, behaviors, actions, motivation, and so on, holistically and in the form of language and words in a scientific context using various methods natural (Raco, 2010). Data collection techniques were carried out using literature studies. The data used in this research is limited and comes from the 2023 annual reports of Bank BRI, Bank Mandiri, Bank BCA, and Bank BNI and journals indexed by reliable sources, with the main data sources relating to company recruitment strategies, human resource competency development strategies, and their impact on company performance. The data that has been collected is then analyzed using data analysis components, namely data reduction, data presentation, verification, or drawing conclusions, and using data validity techniques to obtain maximum research results.

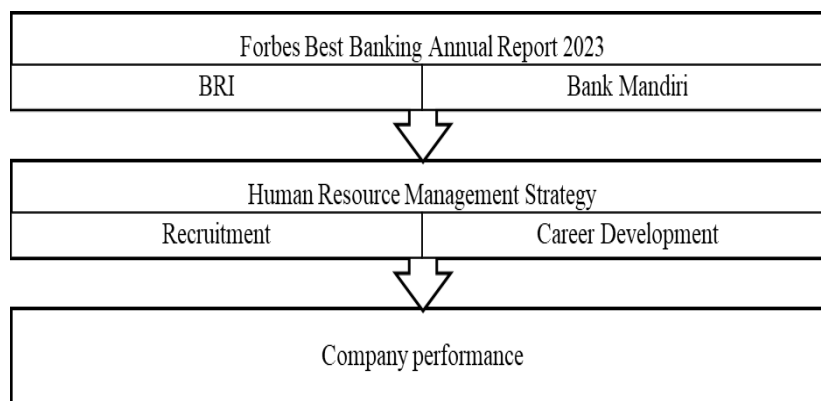
The state of art in this research is taken from several previous studies that have been carried out to then become a reference and comparison in conducting this research. Some of these studies include:

1. Research conducted by Ratih Komalasari shows that Bank Mandiri has excellent talent which cannot be separated from its human capital cadre system which is already running well. In this research Bank Mandiri in the context of human capital has the aim of making

- workers participate actively and productively in encourage company business growth, sustainable business and create future leaders (Komalasari, n.d.).
2. Research conducted by Al Rinadra et al shows that talent management is involved in efforts to find, select, grow and retain talent according to qualifications in achieving company goals. Career development helps workers to develop their interests, needs and planned career choices, while talent development aims to increase the potential and abilities possessed by workers (Al Rinadra et al., 2023).
  3. Research conducted by Farah shows that recruitment, selection and career development variables influence worker performance (Ghina Tanzila, n.d.)
  4. Research conducted by Dewi shows that Bank Mandiri needs to focus on planning and developing sustainable human resources where measuring performance and strengthening an inclusive culture will be important factors for the success of strategies in planning and developing human resources at Bank Mandiri (Sartika, n.d.).
  5. Research conducted by Rossana recommends that to face digital challenges, Bank BCA needs to do the following things, namely developing digital skills, involving workers in innovation, increasing work flexibility and mobility, emphasizing soft skills, a sustainable learning approach and collaborating with educational institutions (Mulya Rizki Anugrah et al., 2022).
  6. Research conducted by Khusnah et al shows that the recruitment, selection and career development processes carried out at PT. Coronet Crown Surabaya has a significant effect on worker performance with a simultaneous contribution level of 75.2% (Khusnah et al., 2020).

Based on several studies above, it can be concluded temporarily that the recruitment and career development process influences the level of success of employee performance.

The framework of thinking in this research is as follows:



**Figure 1. Research Framework**

This research method aims to find out what the human resource management strategies of the four banks will be in 2023 and their impact on company performance, whether two of the four best banks in Indonesia according to Forbes 2000 magazine have the same or different strategies in this digital era.

## RESULTS AND DISCUSSION

Bank BRI and Bank Mandiri are two of the four best banks, according to Forbes 2000, based on indicators of sales, assets, market value, and profit. In other words, the companies included in this list have proven their quality. The discussion in this research aims to determine human resource management strategies, especially in terms of recruitment and competency development and/or training carried out by each bank, so that it is able to position itself to become the best bank in 2023.

## **BRI**

BRI will generate profits in 2023 with a total of IDR 60.4 trillion and a total of 77,739 employees. This means that each worker contributes to a profit of IDR 777 million. Regarding the recruitment patterns carried out, the strategies carried out by BRI to remain a company with superior human resource competencies include (PT Bank Rakyat Indonesia (Persero) Tbk, 2023):

1. Finding the Right Size and Competency, namely finding the right competencies and talents through a workforce planning review process to anticipate sustainable HR needs, where nowadays companies are required to develop new competencies for their employees.
2. Talent attraction, namely embracing the younger generation, is an effort to attract the best talent through various recruitment and engagement programs.
3. Talent management, namely to identify workers' career paths in a measurable manner to then ensure that the successor planning process runs according to its objectives.
4. Building a culture system, namely making AKHLAK and BRI One Culture good core values so as to support company performance,.
5. Establishing Agile and Digital Organizations, namely creating a more agile organization and work system and creating a better environment.

BRI prioritizes the selection of superior talent with competency criteria including creativity and innovation, data-drivenness, adaptability, visionary leadership, managing diversity, digital literacy, and achievement net orientation. As for attracting superior talent, BRI carries out recruitment through various channels, namely multi-source and multi-channel. Multi-source is carried out through regular programs consisting of national and regional recruitment, then through talent scouting programs consisting of the BRILiaN Scholarship Program, Brilliant Creativity Contest, and BRILiaN Get Talent Program. Meanwhile, multichannel is carried out through five channels, namely the BRILiaN Future Leader Program, the BRILiaN Next Leader Program, the BRILiaN Banking Officer Program, the BRILiaN Marketing Specialist Program, and recruitment with BUMN.

The development of employee skills is the company's main priority. It is recorded that during 2023, the number of workers who have undergone training will be 77,739, or 100% of the total number of BRI workers. However, there are still workers who commit fraud, and there are 173 people recorded. This is, of course, homework for BRI to maintain its reputation. Competency development carried out by BRI is available in various programs, including education, training, and certification, and can be done offline or online through BRI's digital learning platform (BRISMART), with a total budget of \$309 billion.

Meanwhile, the current pattern of recruitment and competency development has contributed to an increase in company profits from IDR 51.4 trillion in 2022 to IDR 60.4 trillion in 2023. This shows that the pattern of recruitment and competency development that has been carried out has contributed positively to company performance.

## **Mandiri Bank**

Bank Mandiri will generate profits in 2023 with a total of IDR 55.1 trillion and a total of 38,940 employees. This means that each worker contributes to generating profits of IDR 1.4 billion, much more productive than BRI. Regarding the recruitment pattern carried out, Bank Mandiri carries out recruitment through two sources, namely internal and external (PT Bank Mandiri (Persero) Tbk, 2023). The recruitment stages carried out are: online registration, profile screening, initial interview, psychometric test, final interview, and medical test. Recruitment carried out through internal sources was carried out by Human Capital Services for the position of "Staff Development Program (SDP)". It is recorded that

in 2023, the number of employees participating in recruitment from internal sources will be 2,959, which is also carried out through rotation, detachment, promotion, and demotion mechanisms as part of the career development process of workers in the company. The Bank applies holistic considerations, not only in terms of promotions but also in terms of increasing capabilities, expanding authority, individual development, and increasing remuneration for workers. Meanwhile, external recruitment is carried out to fulfill the Officer Development Program (ODP) position. Apart from that, recruitment is also carried out through the special regional leadership candidate route, the disabled route, and the internship route.

Employee career development is carried out by using a talent and succession management mechanism that is based on the principle of fair opportunity, namely that there is equal opportunity for each employee to grow and develop while still taking into account the needs of Bank Mandiri, the job family of the intended position, abilities, performance level, value rating, talent group (talent classification), position availability, and other requirements. It was recorded that during 2023, as many as 39,517 workers received competency development carried out by the company with a budget of IDR 382 billion.

Meanwhile, the ongoing pattern of recruitment and competency development has contributed to an increase in company profits from IDR 41.17 trillion in 2022 to IDR 55.06 trillion in 2023. This shows that the pattern of recruitment and competency development that has been carried out has contributed positively to company performance.

## CONCLUSION

The conclusion of this research is that both BRI and Bank Mandiri show that there are similarities in the recruitment and career development patterns of the four banks, namely the use of digital technology in recruitment and career development, digital skills possessed by workers and competency-based career development. Apart from similarities, there are also several differences, including the recruitment methods used and career development programs which are influenced by the company's strategic focus. The current recruitment pattern for both BRI and Bank Mandiri is running effectively and has an impact on increasing company performance, so it can be said that the human resource management pattern is running well and is ready to face the changes that are happening so quickly.

## REFERENCE

- Al Rinadra, M., Fauzi, A., Galvanis, W. J., Unwalki, J., Awwaby, M., Satria, H., & Darmawan, I. (2023). Analisis Manajemen Talenta, Pengembangan Karir, dan Pengembangan Talenta Terhadap Kinerja Karyawan (Tinjauan Literatur). *Jurnal Ilmu Manajemen Terapan*, 4(6). <https://doi.org/10.31933/jimt.v4i6>
- Ghina Tanzila, F. (n.d.). *PENGARUH REKRUTMEN, SELEKSI DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN*.
- Khusnah, S., Noor, A., & Kosasi, L. P. (2020). *PENGARUH REKRUTMEN, SELEKSI, DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN DI PT. CORONET CROWN SURABAYA*.
- Komalasari, R. (n.d.). *PT. BANK MANDIRI (Persero) Tbk Strategi Perubahan di Era Society 5.0 dalam Perencanaan dan Pengembangan Karir Karyawan pada Bisnis Inklusif*.
- Mulya Rizki Anugrah, C., Wulandari, R., & Hamidi, D. Z. (2022). *Building a Green Industry Based on the Sustainable Development Goals (SDGs) Reports of State-Owned Banks*. 2022, 460–470. <https://doi.org/10.18502/kss.v7i19.12466>
- Murphy, A., & Tucker, H. (2023, June 8). *The Global 2000*. <https://www.forbes.com/lists/global2000/>
- Otoritas Jasa Keuangan. (2022). *Hasil Survei Nasional Literasi dan Inklusi Keuangan Tahun 2022*. <https://ojk.go.id/id/berita-dan-kegiatan/info-terkini/Pages/Infografis->

- Survei-Nasional-Literasi-dan-Inklusi-Kuangan-Tahun-2022.aspx
- PT Bank Mandiri (Persero) Tbk. (2023). *Laporan Tahun 2023 INDUSTRY LEADER YANG TANGGUH: SELALU MENGHADIRKAN SELALU TERDEPAN.*
- PT Bank Rakyat Indonesia (Persero) Tbk. (2023). *Laporan Tahunan 2023 : Transformasi Berkelanjutan untuk Tumbuh Semakin Kuat dan Hebat.*
- Raco, J. (2010). *METODE PENELITIAN KUALITATIF Jenis, Karakter dan Keunggulanya.*
- Sartika, D. (n.d.). *PT Bank Mandiri Perencanaan dan Pengembangan Sumber Daya Manusia di Era Society 5.0 Studi Kasus Proses Perencanaan SDM.*