Analysis of Recruitment Effectiveness and Employee Selection Using Computer Assisted Test Method against Aparature Competence in the Government of Malang Regency

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Abstract: **This study aims to analyze the effect of employee recruitment and selection using the Computer-Assisted Test method on apparatus competence in the Malang Regency Government and analyze among employee recruitment and selection using the Computer-Assisted Test method that has a dominant influence on apparatus competency in the Malang Regency Government. The population in this study were all officials who handled staffing in all work units in the Malang Regency Government as many as 98 people and the number of samples in this study was 98 people, so the sampling technique used census. The data analysis technique used is multiple regression analysis. Based on the results of the analysis show that the recruitment and selection of employees using the Computer-Assisted Test method affects the competence of the apparatus in the Government of Malang Regency, which means that the better the application of recruitment and supported by good selection can improve competence. Employee selection using the Computer-Assisted Test method has a dominant effect on the competency of the apparatus in the Government of Malang Regency. This shows that the main thing that can improve competence is the selection, especially the recruitment method in the Malang Regency Government, which must obtain approval from the Related Ministry.**

Keywords: Recruitment, Selection, Competence

I. INTRODUCTION

In carrying out the duties and functions of government affairs, a local chief raised civil servants (PNS), those who have met the requirements specified in the legislation in force, appointed by the competent authority and entrusted with the task in something of office or assigned other countries assigned tasks based on something law and paid according to the applicable legislation.

In the process of appointment of civil servants in local government administrations, the necessary planning and determination of the formation of the needs of employees against the required positions. In the process of appointment of civil servants in local government administrations, the necessary planning and determination of the formation of the needs of employees against the required positions.

In the planning process and the determination of the formation of the needs of employees necessary to note also the determination of job competency standards. Competence is a basic characteristic of individuals with regard to effective or superior performance in an office or a particular situation. The main elements of competency that is knowledge, skills and attitudes of behavior.

Recruitment within local government candidate selection process carried out by civil servants (CPNS) is then laid down in the decision of the Minister responsible in the field of utilization of state apparatus and bureaucracy reform. According to the Civil Service Agency (BKN), is a CAT (Computer Assisted Test) is a method of selection by the computer tool used to get the basic minimum standards of competence for applicants employees.

With the change in the selection system using CAT employs at the phenomenon occurs between the number of formations allocation needed, the number of applicants the selection and number of participants who successfully passed, i.e. when total allocation position formations provided although the number of participants of selection is far above the number of positions available formations allocation. This is because the minimum standards of competence stipulated by BKN and must be met by each participant who participated in the selection, meaning that only participants who actually has the competence to pass in order to be accepted as a civil servant.

This research aims to describe the recruitment and selection of employees using Computer Assisted Test and competence Apparatus in Malang government, analyze the impact of the recruitment and selection of employees using Computer Assisted Test against the competence of personnel in Malang Regency Government, and analyze between recruitment and selection of employees using Computer Assisted Test the dominant influence on the competence of personnel in Malang Regency Government.

II. LITERATURE REVIEW

Recruitment Officer

Recruitment by Mathis and Jackson's (2001) is a process that produces a number of highly qualified applicants for a job in a company or organization. This is in line with the opinions Irawan et al. (1997) that recruitment is a process to get qualified personnel to work at the company or agency. Meanwhile, according to other experts said that recruitment is a process of search, find, invite, and set a number of people, both from within and from outside the company as prospective workers with certain characteristics as specified in HR planning (Samsudin, 2006).

Selection Process HR

Gatewood and Field (2001) stated that the selection is the process of collecting and evaluating current and accurate information about individuals who obtain a job offer. Ruky (2003: 155) defines the selection is an activity that is carried out to select the most appropriate candidate is considered to fill a position and should have the potential to be developed in order to fill other positions that may be heavier responsibilities. Furthermore Rival (2011: 159) defines the selection is in HR management activities are carried out after the recruitment process is completed. This means has accumulated a number of qualified applicants for then selected which can be defined as an employee in a company.

Effectiveness

Handayaningrat (1994: 16) states that the effectiveness is a measure in the sense of achievement of predetermined objectives. While Georgopolous and Tannembaum (1985: 50), suggests: Effectiveness of the terms of achievement of the goals, where the success of an organization should consider not only the objectives of the organization but also the mechanisms to defend themselves in the pursuit of goals . In other words, the assessment of effectiveness should be related to the goals and objectives. Furthermore Steers (1985: 87) argues that: Effectiveness is the range of effort a program as a system with limited resources and means to fulfill its goals and objectives without crippling it means and resources and without giving any unnatural pressure on its implementation".

Competence HR

According Rival and Sagala (2010: 302), competence is the ability to observe which includes knowledge, skills and attitudes in completing a job or perform duties in accordance with the set. Competencies include behavioral characteristics that can mean the difference between high performers in this context concerns the achievement. According Mangkunagara (2009), the competence of human resources is a competency-related knowledge, skills, abilities and personality characteristics that influence directly to performance.

III. RESEARCH METHODS

Population and Sample

Population and sample in this study are all officials who handle personnel in all work units in Malang Regency as many as 98 people. Samples taken from the study population using the technique of saturated samples (sample census), according Arikunto (2012: 104) if its population is less than 100 then the sample is taken as a whole, but if the population is greater than 100, then it can be taken 10 - 15% or 20-25% of the total population. Thus for this study population is not greater than 100 respondents, the use of the entire population without having to draw sample as observation unit as engineering samples.

Operational Definition of Variables

a. Recruitment is the process of finding candidates to fill job positions in the organization, with indicators: basic withdrawal, withdrawal sources and methods of withdrawal.
b. Selection is the work done in obtaining qualified employees who will occupy the position or positions. Indicators of selection is as follows: the test document, test basic capabilities and medical check up
c. Competence is an employee's skills and abilities that include aspects of knowledge, skills and attitudes of the employment. Indicators of competence are as follows: motivation, character, self-concepts, knowledge and skills.

Data Analysis Techniques

A method of analyzing the data in the current study was done by using descriptive analysis and multiple linear regression analysis.

IV. RESULTS AND DISCUSSION

Regression Analysis

From the results of data processing using SPSS 15 for windows obtained results of such analyzes in the following table:

Table 1. Recapitulation of Multiple Linear Regression Analysis

Variables	Regression Coefficients	t	Sig.	Result
Recruitment (X1)	0.234	4.163	0.000	Significant
Selection (X2)	0.502	7.862	0.000	Significant
Constants R *R square* Fcount Sig. F n	0.895 0.748 0.560 60.389 0.000 98			
The dependent variable = Competence (Y)				
F table = 3.09 t table= 1.980				

Sources: Primary data is processed, 2020.

Based on the recapitulation table, the obtained multiple regression equation as follows:

$Y = 0.895 + 0.234X1 + 0.502 X2$

Based on these equations can be explained as follows:

a   =   0.895 is a constant, which means that if all the independent variables recruitment (X1) and selection (X2) is 0, then the amount of variable competence of 0.895.

b1   =   0.234 was the magnitude of the regression coefficient independent variable recruitment (X1), the regression coefficient is positive indicates the direction of the competence of the recruitment effect, means the better implementation of recruitment will lead to increased competence, assuming the selection of variables (X2) fixed amount. While the influence of recruitment on the competence of 0.234.

b2   =   0.502 is the independent variable regression coefficient selection (X2), the regression coefficient is positive indicates the direction of the competence of the selection effect, means the better the selection will cause increasing competence assuming recruitment variable (X1) fixed amount. While the effect of selection on the competence of 0.502.

The value of the multiple correlation coefficients (R) of 0.748 indicates a strong relationship between recruitment (X1) and selection (X2) together with the competence (Y). The coefficient of determination (R square) of 0.560. The coefficient of determination shall have the meanings that recruitment (X1) and selection (X2) together to contribute to the competency of 51.3%, while the remaining 48.7% were caused by other variables not included in the study.

Hypothesis testing

a. *First Hypothesis Testing*

To test the first hypothesis which states that the recruitment and selection of employees using Computer Assisted Test methods affect the competence of personnel in Malang Regency Government, using the F test From the calculation results of multiple regression analysis with SPSS acquired Fcount 60.389, while the F table at $\alpha= 5\%$, DF1 = 2, and DF2 = 73 at 3.09; this means that F count> F table (60.389> 3.09), while the probability is smaller than$\alpha= 0.05$ (0.000 <0.05), then Ho is rejected and Ha accepted which means that the independent variables: Recruitment and Selection simultaneously significant effect on competence. Thus the first hypothesis is statistically accepted or tested.

b. *Second Hypothesis Testing*

To test the second hypothesis which states the selection of employees using Computer Assisted Test the dominant influence on the competence of personnel in Malang Regency Government, using the t test. The t-test was used to test whether each independent variable Recruitment and Selection partially significant effect on the competence, by comparing t with t_{table}. The calculation result t and t_{table} each independent variable is as follows:

Table 2.Comparison t and $t_{table}\alpha = 5\%$

Variables	t	t_{table}	Sig.	Result
Recruitment (X1)	4.163	1,980	0,000	Significant
Selection (X2)	7.862	1,980	0,000	Significant

Sources: Primary data is processed.

According to the table above can be explained as follows:
1) Variable recruitment (X1)

The results of the regression analysis obtained by value t = 4.163 while the value table = 1.980 so that t> t table or significance value 0.000 <0.05 so Ho refused or Ha accepted, and proven recruitment variable (X1) significantly affects the competence (Y).

2) Variable selection (X2)

The results of the regression analysis obtained by value t = 7.862 while the value table = 1.980 so that t> t

table or significance value 0.000 <0.05 so Ho refused or Ha accepted, and proven variable selection (X2) significantly affects the competence (Y).

Based on t test results, it can be proved that the Recruitment and Selection partially significant effect on the competence (Y). Meanwhile, to determine which variables are dominant with by looking at the magnitude of the regression coefficient significant effect on competence. The independent variables that have the most substantial and significant coefficient is a variable the dominant influence on competence. Based on the results of multiple regression analysis showed that the greatest regression coefficient of 0.502 is selection, this means that the selection is a variable the dominant influence on competence. Thus the second hypothesis is statistically accepted or tested.

Discussion

a. *Description Recruitment, Selection and Competence*

Recruitment in Malang Regency Government is based on analysis of needs and Position Determination, determination of the need positions in Malang Regency Government must be done with clear procedures, As Mathis and Jackson's opinion (2001) which states that recruitment is a process that produces a number of highly qualified applicants for a job in a company or organization.

Selection of participants in Malang Regency Government must fulfill all the requirements that have been established, the applicant selection in Malang Regency Government must fit between education background to the proposed position, the selection process in Malang Regency Government must be clear and straight forward. On the basis of the selection process of participants tested the ability of three test criteria ie Personal Characteristics Test (TKP), the General Intelligence Test (TIU) and Test Insights Nationality (TWK) through Computer Assisted Test method, basic selection of participants must meet a minimum standard passing grade on each type of test to be able to pass to the next selection, the process of selection ability of fields, applicants are selected on the government Malang certified certain skills are preferred, after passing the selection process of fundamental skills and abilities field selection participants are required to attend a medical examination before being appointed as a civil servant and the selection process has been appointed as the employees are required to follow special medical examinations before being appointed as civil servants. As opinion Gatewood and Field (2001) stated that the selection is the process of collecting and evaluating current and accurate information about individuals who obtain a job offer.

Competence was formed by motivation, character, self-concepts, knowledge, and skills. As opinion Rivai and Sagala (2010: 302) states that

competence is the ability to observed which includes knowledge, skills, and attitudes in completing a job or perform duties in accordance with the set.

b. *Recruitment Influence of Competence*

Recruitment significant effect on competence, which means that the better implementation of recruitment within the agency can improve competence. Recruitment is one form of planning Human Resource Management. Recruitment is a process conducted by the agency in order to get additional employees through various stages of a withdrawal that includes a base, a source of withdrawal, and withdrawal methods. As opinion Simamora (1997: 214) that the purpose of recruiting one of which is to attract a large gathering of job applicants so that the organization will have a greater opportunity to conduct elections against candidates who are considered workers meet the qualification standards of the organization. The results of this study are consistent with Faradina (2013) and Utami (2013) which states that the recruitment effect on the competence of employees.

c. *Influence Selection of Competencies*

Selection significantly affects competence, which means that the better the selection can improve competence. Selection is one way to obtain competent employees and processes used by an agency in selecting from a set of applicants, person, or persons who best meet the selection criteria for the position available, taking into account current environmental conditions. Therefore the best selection decisions which should be taken into serious consideration in order to obtain qualified personnel and in accordance with the needs of the agency. The results of this study are consistent with Widjanarko (2004), Utami (2013), Sugito and Setiawan (2014) which states that the selection effect on competence.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

a. Malang regency government highly prioritized meeting the needs of internal resources and positions of the Malang Regency Government must accept applicants from inside and outside the district of Malang. Selection of participants Selection in Malang Regency Government must fulfill all the requirements that have been established, the applicant selection in Malang Regency Government must fit between the background Education with the proposed position, the selection process in Malang Regency Government must be clear and straightforward, the process of selection capability participants was tested with three basic criteria of the test that tests Personal Characteristics (TKP), the General Intelligence test (TIU) and test Insights Nationality (TWK) through methods Computer-Assisted test, selection participant base must meet a minimum standard

passing grade on each type of test to be able to pass to the next selection, the process of selection ability of fields, applicants are selected on the government Malang certified certain skills are preferred, after passing the selection process of fundamental skills and abilities field selection participants are required to attend a medical examination before being appointed as a civil servant and the selection process has been appointed as the employees are required to follow special medical examinations before being appointed as civil servants. Competence was formed by motivation, character, self-concepts, knowledge, and skills. The main thing that could improve the competence is reflected in the character of the marital status affects the competence of personnel. applicants are selected on the government Malang Regency who has a certificate of specific expertise is preferred, after passing the selection process of fundamental skills and abilities field selection participants are required to attend a medical examination before being appointed as civil servant and the selection process has been appointed as a civil servant is obliged to follow the special medical examinations before being appointed as civil servants, Competence was formed by motivation, character, self-concepts, knowledge, and skills. The main thing that could improve the competence is reflected in the character of the marital status affects the competence of personnel. applicants are selected on the government Malang Regency who has a certificate of specific expertise is preferred, after passing the selection process of fundamental skills and abilities field selection participants are required to attend a medical examination before being appointed as a civil servant and the selection process has been appointed as a civil servant is obliged to follow the special medical examinations before being appointed as civil servants, Competence was formed by motivation, character, self-concepts, knowledge, and skills. The main thing that could improve the competence is reflected in the character of the marital status affects the competence of personnel. After passing the selection process and the ability of the basic capabilities field selection participants are required to attend a medical examination before being appointed as a civil servant and the selection process has been appointed as the employees are required to follow special medical examinations before being appointed as civil servants. Competence was formed by motivation, character, self-concepts, knowledge, and skills. The main thing that could improve the competence is reflected in the character of the marital status affects the competence of personnel. After passing the selection process and the ability of the basic capabilities field selection participants are required to attend a medical examination before being appointed as a civil servant and the selection process has been appointed as the employees are required to follow special medical examinations before being appointed as civil servants. Competence was formed by motivation, character, self-concepts, knowledge, and skills. The main thing that

could improve the competence is reflected in the character of the marital status affects the competence of personnel.

b. Recruitment and selection of employees using Computer Assisted Test methods affect the competence of personnel in the Malang Regency Government, which means that the better implementation of the recruitment and selection are well supported to improve competence.

c. Selection of employees using Computer Assisted Test dominant influence on the competence of personnel in the Malang Regency Government. This suggests that the main thing is to improve the competence of selection especially in the recruitment method Malang Regency Government must get his approval of the Ministry of Related.

Suggestions

a. To be further increased competence should recruitment method in Malang Regency Government made through the open method of using external recruitment sources.

b. Increased employee competence in order to pass the selection process should be as fundamental skills and abilities required field selection of participants for a health check before being appointed as civil servant.

c. For subsequent researchers suggested that add more variables outside variables that have not been examined in this study is expected to affect competence.

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