# The Influence of Recruitment, Competence and Supervision on the Performance of School Operational Assistance Fund Managers

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**Abstract:** *Public services in the education sector are still unfinished homework in the Banggai Islands District. Various problems indicate the low competence of human resources owned by BOS fund managers. Changes and improvements to HR competencies are one of the focus points for bureaucratic reform that must be carried out by BOS fund managers, both at the regional and school levels. This study aimed to analyze how much influence HR recruitment and competence had on BOS fund management performance and how big HR recruitment and competence influenced BOS fund management performance moderated by supervision at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province. The research methodology used in this research is quantitative, with a total of 61 respondents. The data analysis method used in this study is SEM (Structural Equation Modeling) with the PLS (Partial Least Square) approach. The results showed a significant direct effect between recruitment and HR competency variables on BOS fund management performance and a significant indirect effect between recruitment and HR competency variables on BOS fund management performance moderated by supervision at the Education and Culture Office of the Banggai Islands Regency. Central Sulawesi Province. The supervision variable as a moderating variable can directly increase the influence between recruitment and competency variables on performance variables.*

**Keywords:** *Recruitment; Competence; Supervision; Performance*

## 1. INTRODUCTION

One of the indicators of completion of the nine-9 year compulsory education program can be measured by the gross enrollment rate (APK) for elementary and junior high schools. In 2005, the GER for elementary schools reached 115%, while for junior high schools in 2009, it reached 98.11%, so the 9-year fair program was completed seven years earlier than the Education For All (EFA) declaration target in Dakar. The School Operational Assistance Program (BOS), which started in July 2005, has significantly accelerated the achievement of the nine-year fair program. Therefore, starting in 2009, the government changed the objectives, approach, and orientation of the BOS program from expanding access to improving quality.

The BOS program is a government program that provides funding for non-personnel operational costs for basic education units as implementers of the compulsory education program. The basis for the implementation of BOS funds is (1) Regulation of the Minister of Home Affairs number 62 of 2011 concerning guidelines for the management of BOS funds, (2) Regulation of the Minister of Education and Culture Number 16 of 2016 concerning technical guidelines for the use and financial accountability of BOS funds for elementary and junior high schools, (3) Regulation of the Minister of Finance regarding general guidelines and allocation of BOS funds.

The BOS program's role is to maintain the number of students and contribute to improving the quality of basic education. In addition, a significant increase in BOS funds starting in 2009 will make BOS the main pillar of realizing free basic education. Consequently, the government is obliged to provide education services for all basic education students.

Banggai Kepulauan Regency is one of the regencies in Central Sulawesi Province; through the education and culture office, it has used BOS funds to improve the quality of education. However, several problems still need to be solved in managing the BOS funds. These problems included, among other things, schools that were unable to distribute BOS funds by existing technical guidelines; in this case, the use of funds was not by their designation, supervision was ineffective, there was no school committee, and the school principal held BOS funds. At the same time, the implementation of the distribution of BOS funds is hampered if the management of BOS funds in each school has not made a report on the realization of BOS funds that have been used in the previous quarter and the reporting of BOS funds used is not by the applicable technical guidelines. If it has yet to be reported, then the disbursement of BOS funds in the next quarter will not be disbursed.

Qualified human resources must be fulfilled through a competitive recruitment and selection stage. According to Noe, Raymond, et al. (2011), recruitment is any practice or activity carried out by an organization to identify and attract potential employees. Recruitment is the first step to maintaining the continuity of the number of employees; given the vital function of recruitment, it is hoped that the accepted employees will be competent and have high integrity.

Labor selection is intended to select employees who meet the requirements in quantity and quality. Therefore it is a must to hold elections for all existing employees in the organization to get people who have the qualifications according to needs. Organizations must realize that there is no meaning in placing employees who are incompetent or do not have the appropriate qualifications for a position to be given. The study's results (Aziz et al., 2017; Nurfitri, 2011; Nuryanta, 2008; Septiady, 2020; Widiyantoro, 2012; Yullyanti, 2011) concluded that there is a significant influence between recruitment and selection on employee performance.

In addition to low competency and the absence of a recruitment and selection process for managers of BOS funds, the lack of supervision over the management of BOS funds has resulted in a lack of transparency and accountability in the management of School Operational Assistance (BOS) funds, even though the use of these funds should involve parents of students. From planning to reporting.

Monitoring (supervision) is one of the factors that can maximize the distribution of BOS funds to the community so that they are right on target and in line with the objectives of the BOS program. This result is from research (Andriyanto, 2016; Kolondam, 2020) which concludes that supervision carried out by the education office can minimize acts of budget misappropriation.

Based on the background of the problems above, the authors are interested in looking at the effect of organizational performance on the quality of basic education services (a study on school operational assistance fund managers, the education and culture office of the Banggai Islands, Central Sulawesi Province) through the development of a model that can maximize the performance of BOS fund managers through the recruitment and selection stages to attract all potential human resources in the Banggai Islands Education and Culture Office, as well as being strengthened by maximum supervision so that the implementation of BOS fund distribution activities can be carried out according to the stated goals.

## 2. LITERATURE REVIEW

### 2.1. Performance

Performance comes from the word performance, which means the result of work or work performance. However, it is also necessary to understand that performance is not just the result of work or work performance but also includes how the work process takes place (Wibowo, 2011). According to Wirawan (2009), performance is the output produced by a job or profession's functions or indicators within a certain time. Mothering (2014) explains that performance is an illustration of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Another opinion is by Abdullah (2014), which explains that performance is the result of organizational work, which is carried out by employees as well as possible by instructions (manuals), directions given by leaders (managers), competence, and the ability of employees to develop their reasoning at work. Thus it can be concluded that performance is work performance which is the result of the implementation of a work plan made by an institution which is carried out by leaders and employees (HR) who work in that institution, both government and companies (business), to achieve organizational goals.

## 2.2. Recruitment

Recruitment is finding and attracting applicants to become employees in a particular organization. Furthermore, according to Henry Simamora, recruitment can also be interpreted as an activity to find and attract job applicants with the necessary motivation, abilities, skills, and knowledge to cover deficiencies identified in staffing planning. Bernadin and Russel expressed the opinion that recruitment is a process of finding and attracting applicants who are interested and have the quality of the vacancies needed. According to Rivai (2011), recruitment is obtaining quality human resources to occupy certain organizational positions.

## 2.3. Competence

The word "competence" has the meaning of highlighting relatively different aspects and emphasis. Competence has the same meaning as capability. Someone competent has the ability, knowledge, and expertise to do something efficiently and effectively.

## 2.4. Supervision

Supervision must be carried out with regular frequency. Supervision that is carried out only once can be said to be not good supervision because the organization/environment is always developing. Therefore, so that the organization can always follow various developments and changes, various adjustments must be made. Supervision can help with these adjustments by increasing subordinates' knowledge and skills. There are no definite guidelines regarding how often supervision should be carried out, which is used as a general guide. Supervision usually depends on the degree of difficulty of the work being done and the nature of the adjustments to be made. If the degree of difficulty is high and the nature of the adjustment is basic, then supervision must be carried out more frequently (Azwar, 2010).

## 3. METHODOLOGY

The research methodology used in this research is quantitative research. Quantitative research pays attention to the collection and analysis of data in numerical form and is objective. Quantitative research variables can be identified, and variable intercorrelations can be measured. Quantitative research aims to generalize research findings so that they can be used to predict the same situation in other populations. The location of research was carried out at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province. The population in this study was the entire district boss fund management team, totaling 61 people, consisting of 19 managers at the Office of Education and Culture and 42 people at the sub-district level.

## 3.1. Research Instruments

This study uses a correlation approach to determine the relationship level between different variables in a population. The main difference with other approaches is that there is an attempt to assess the relationship and not just a description. Through this correlation approach, researchers can find out how much the independent variables contribute to the dependent variable and the magnitude of the direction of the relationship that occurs. Thus the appropriate collection instrument in this study is a questionnaire. The instrument used was measured using a Likert scale.

## 3.2. Analysis Method

The data analysis method used in this study is SEM (Structural Equation Modeling) with the PLS (Partial Least Square) approach. Analysis with this approach is a quantitative analysis. By the conceptual framework that has been developed based on the results of theoretical studies and the hypotheses to be tested, the analysis technique used in this study is Partial Least Squares (PLS) using the WarpPLS 4.0 program.

PLS was chosen as an analysis tool because the number of samples needed in the analysis is relatively small, and the data does not have to have a normal distribution. PLS can test reflective and reflective models by measuring the interval scale indicators used in this study. PLS is a powerful analytical method because it does not require many assumptions. It can be applied to all data scales, namely nominal, ordinal, interval, and ratio (distribution-free), and the sample size does not have to be large.

The structure of the research path diagram can be seen in the sub-path structure below:

**Substructure 1 (Direct Effect)**
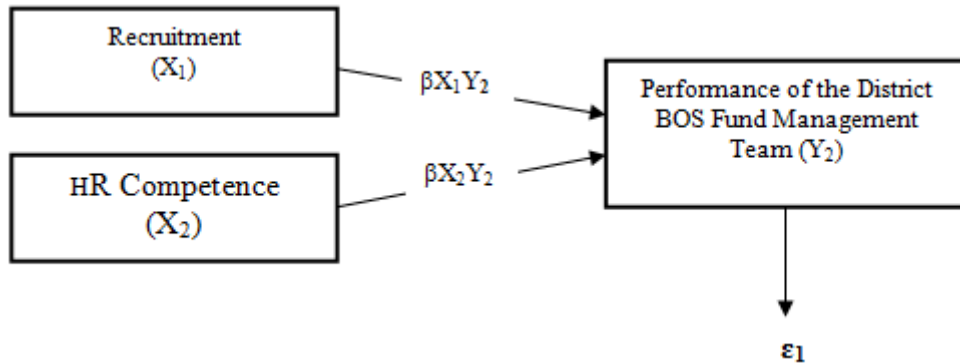


The structural equation:
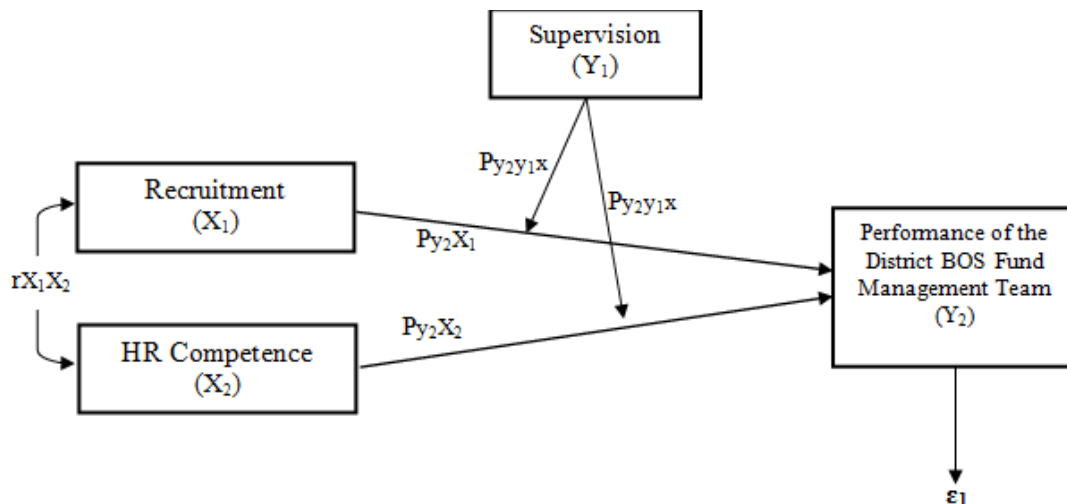
$$Y_1 = \beta X_1 Y_2 + \beta X_2 Y_2 + \epsilon_1$$

Where :

Y2 = Performance of the District BOS Fund Management Team

X1 = Recruitment

X2 = HR Competence

**Substructure 2 (Indirect Effect)**



The structural equation:

Y2 = PY2Y1X1 + PY2Y1X2 + €2

Where :

Y2 = Performance of the District BOS Fund Management Team

Y1 = Supervision

X1 = Recruitment

X2 = HR Competence

## 4. RESULTS AND DISCUSSION

### 4.1. Evaluation of the Measurement Model (Outer Model)

There are two criteria in the use of data analysis techniques with Warp PLS to assess the observable outer model on data, namely the model of fit and quality indices and the weight indicator. Observing data is used as a reflective indicator. The results of the outer model on reflective indicators are as follows:

Model fit and quality indices

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Average path coefficient (APC)=0.281, P=0.005

Average R-squared (ARS)=0.648, P<0.001

Average adjusted R-squared (AARS)=0.623, P<0.001

Average block VIF (AVIF)=1.172, acceptable if <= 5, ideally <= 3.3

Average full collinearity VIF (AFVIF)=1.507, acceptable if <= 5, ideally <= 3.3

Tenenhaus GoF (GoF)=0.389, small >= 0.1, medium >= 0.25, large >= 0.36

Sympson's paradox ratio (SPR)=1.000, acceptable if >= 0.7, ideally = 1

R-squared contribution ratio (RSCR)=1.000, acceptable if >= 0.9, ideally = 1

Statistical suppression ratio (SSR)=1.000, acceptable if >= 0.7

Nonlinear bivariate causality direction ratio (NLBCDR)=0.750, acceptable if >= 0.7

**Source:** *Processed Results of WarpPLS 6.0*

The three fit indicators are average path coefficient (APC), average R-squared (ARS), and average variance inflation factor (AVIF). The output results show that the goodness of fit model criteria has been fulfilled, with an APC value of 0.281 and an ARS of 0.648, which is significant. The AVIF value of 1.172 as an indicator of multicollinearity also meets the requirements. GoF calculation results of 0.389. This shows that the model obtained is good for making predictions. This means that the model has a high ability to explain empirical data, besides that all assumptions from WarpPls have all been fulfilled, so that the PLS model obtained is good.

## 4.2. Block Variance Inflation Factors

The output block variance inflation factors present the results of the vertical collinearity test, namely between predictor variables. The VIF value is presented for each criterion variable, indicating the level of collinearity or redundancy between the predictor variables. The results of vertical collinearity testing between predictor variables can be seen below:

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* Block variance inflation factors *

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| | $X_1$ | $X_2$ | $Y_1$ | $Y_2$ | $Y_1*X_1$ | $Y_1X_2$ |
|---|---|---|---|---|---|---|
| $Y_2$ | 1.079 | 1.304 | | | 1.089 | 1.216 |

**Source:** *Processed Results of WarpPLS 6.0*

The data above shows a VIF value <3.3, so it can be concluded that the data does not experience collinearity problems.

## 4.3. First Phase Construct Test Results

The first stage of testing the hypothesis will produce an equation without the role of the moderating variable, namely supervision (Y1), on the dependent variable, namely performance (Y2). Testing the first stage of the construct will directly describe how the influence of recruitment variables (X1) and competence (X2) on performance (Y2).

Structural model testing was carried out to see the relationship between the significance value construct and the R-square of the research model. Statistical testing of each hypothesized relationship was carried out using a simulation. The results of the WarpPLS calculation are as follows:
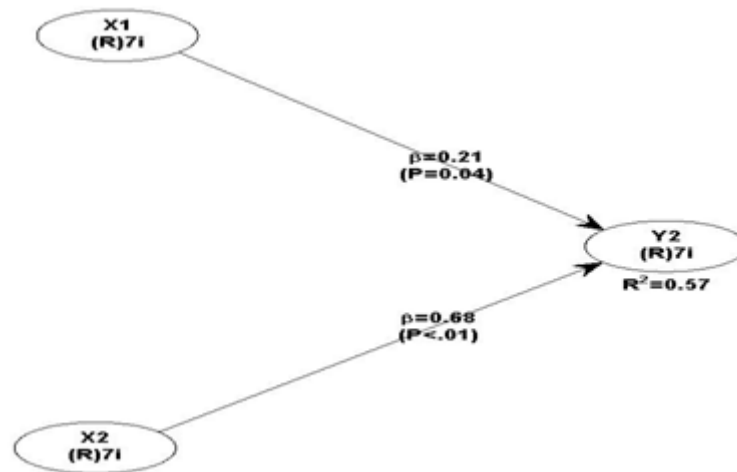
**Figure1.** *Results of Testing the Direct Effect Model*

Figure 1 shows the R-square value of the effect of the recruitment variable (X1) and competence (X2) on the performance variable (Y2) of 0.57. So it can be concluded that the model is feasible and has relevant predictive value because the R-square value is greater than 0.05 or the ρ-value indicates the structural model has predictive relevance.

The significance of the estimated parameters provides information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output path coefficients, as shown in Table 1.

**Table1.** *Results of Testing the Direct Effect Model*

| Variable Relations | *Path Koefisien* | *p-value* | *Standard Error* | Information |
|---|---|---|---|---|
| Recruitment ($X_1$)□□ Performance ($Y_2$) | 0,212 | 0,04 | 0,119 | Significant |
| Competence ($X_3$)□ Performance ($Y_2$) | 0,685 | <0,01 | 0,101 | Significant |

 **Source:** *Data Processing With WarpPLS, 2022*

Based on Table 1, it is known that the Path Coefficient of each variable that can be included in the first model equation is as follows:

$$Y_2 = a + 0{,}212\, X_1 + 0{,}685\, X_2 + \varepsilon$$

The statistical test results in Table 3 are used in testing the first stage hypothesis, namely testing the direct effect of the recruitment variable (X1) and competence (X2) on the performance variable (Y2), which is done by comparing the p-value with the error rate (α). The confidence level used in this study is 5%. The hypothesis will be accepted if the p-value <0.05. The results of testing the research hypothesis are as follows:

Hypothesis 1. It is suspected that there is a significant direct effect between the recruitment variables on the Management Performance of BOS funds at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province.

Based on the results of statistical testing of the recruitment variable (X1) on performance (Y2), a path coefficient value of 0.212 was obtained with a value of ρ (0.04) ≤ 0.05. These results indicate that there is a significant positive effect between recruitment (X1) on performance (Y2), so the first hypothesis, which states that there is a significant direct effect between the recruitment variables on the Management Performance of BOS funds at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province can be concluded accept.

Hypothesis 2. It is suspected that there is a significant direct effect between the HR competency variables on the Management Performance of BOS funds at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province.

Based on the results of statistical testing of the competency variable (X2) on performance (Y2), a path coefficient value of 0.685 was obtained with a value of ρ (<0.01) ≤ 0.05. These results indicate that

there is a significant influence between competence (X2) on performance (Y2), so the second hypothesis, which states that there is a significant direct effect between the HR competence variables on the performance of managing BOS funds at the Education and Culture Office of Banggai Islands Regency, Central Sulawesi Province can be accepted.

## 4.4. Results of the Second Stage of Construct Testing

The second stage of testing the hypothesis will produce an equation with the role of the moderating variable, supervision (Y1), on the dependent variable, performance (Y2). The second stage of construct testing will indirectly illustrate how the influence of recruitment variables (X1) and competence (X2) on performance (Y2) is moderated by supervision (Y1).

They are testing the second stage of the structural model to see the relationship between the significance value construct and the predictive-relevance value (Q2). The predictive-relevance value (Q2) has the same meaning as the coefficient of determination (R-square / R2). Statistical testing of each hypothesized relationship was carried out using a simulation. WarpPLS 6.0 calculation results are as follows:
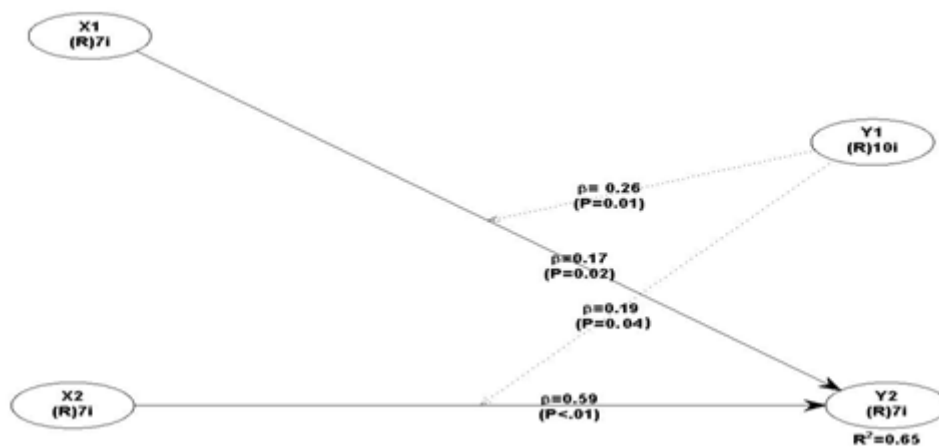


**Figure2.** *Indirect Effect Model Test Results*

Figure 2 shows the R-square value of the influence of recruitment variables (X1) and competence (X2) on performance variables (Y1) of 0.57 and the R-square value of the influence of recruitment variables (X1), competence (X2), and supervision (Y1) ) on performance (Y2) is 0.65. Based on Figure 4.4, the predictive-relevance value (Q2) can be determined using the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,57)(1 - 0,65)$$

$$Q^2 = 1 - 0,15$$

$$Q^2 = 0,85$$

In this research model, the resulting total R-square value is 0.85, meaning that the percentage of influence the model can explain is 85%, while other factors influence the remaining 15%. It can be concluded that the model is feasible and has relevant predictive value because the Q-square value is greater than 0.05 or 5%, indicating that a structural model has predictive relevance.

Further testing is needed to determine whether there is an indirect effect (Indirect Effect) of recruitment (X1) and competence (X2) on performance (Y2) moderated by supervision (Y1) which is statistically significant. The significance of the estimated parameters provides information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the Indirect and total effects, as shown in Table 2 below:

**Table2.** *Indirect and total effects test results*

| Variable Relations | Path Koefisien | p-value | Standard Error | Information |
|---|---|---|---|---|
| Recruitment ($X_1$)□ Supervision ($Y_1$)□ Performance ($Y_2$) | 0,262 | 0,014 | 0.117 | Significant |
| Competence ($X_2$)□ Supervision ($Y_1$)□ Performance ($Y_2$) | 0,194 | 0,040 | 0.123 | Significant |

**Source:** *Data Processing With WarpPLS, 2021*

Based on Table 2 above, it is known that the path coefficient of each variable can be included in the second model equation as follows:

$$Y_2 = a + 0{,}262X_1 + 0{,}194X_2 + \varepsilon$$

The results of the statistical test in Figure 2 are used in testing the second stage of the hypothesis, namely testing the indirect effect of the recruitment variable (X1) and competence (X2) on the performance variable (Y2), which is moderated by supervision (Y1) which is done by comparing the p-value with the level error (α). The confidence level used in this study is 5%. The hypothesis will be accepted if the p-value <0.05. The results of testing the research hypothesis are as follows:

Hypothesis 3. It is suspected that there is a significant indirect effect between the recruitment variable on the performance of BOS fund management moderated by supervision at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province.

Based on Figure 2, it is known that the path coefficient value of the influence of the recruitment variable (X1) on performance (Y2) moderated by supervision (Y1) is 0.262 with a value of ρ (0.014) ≤ 0.05. These results indicate that supervision (Y1) moderates the influence of recruitment (X1) on performance (Y2), so the third hypothesis states that there is a significant indirect effect between recruitment variables on BOS fund management performance which is moderated by supervision at the District Education and Culture Office. Banggai Islands, Central Sulawesi Province, can be accepted.

Hypothesis 4. It is suspected that there is a significant indirect effect between the HR competence variables on the Management Performance of BOS funds which is moderated by supervision at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province.

Based on Figure 2, it is known that the path coefficient value of the influence of the competency variable (X2) on performance (Y2) moderated by supervision (Y1) is 0.194 with a value of ρ (0.040) ≤ 0.05. These results indicate that supervision (Y1) moderates the effect of competence (X2) on performance (Y2), so the fourth hypothesis states that it is suspected that there is a significant indirect effect between the HR competency variables on BOS fund management performance which is moderated by supervision at the Department of Education and The culture of Banggai Islands Regency, Central Sulawesi Province can be accepted.

## 5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This study concluded that there was a significant direct effect between the recruitment variables on the Management Performance of BOS funds at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province, with a path coefficient value of 0.212 and a value of ρ (0.04) ≤ 0.05.

There is a significant direct effect between the HR competence variable on the Management Performance of BOS funds at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province, with a path coefficient value of 0.685 and a ρ value (<0.01) ≤ 0.05.

There is a significant indirect effect between the recruitment variable on the performance of BOS fund management moderated by supervision at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province, with a path coefficient value of 0.262 and a value of ρ (0.014) ≤ 0.05.

There is a significant indirect effect between the HR competence variable on the Management Performance of BOS funds moderated by supervision at the Education and Culture Office of the Banggai Islands Regency, Central Sulawesi Province, with a path coefficient value of 0.194 and a value of ρ (0.040) ≤ 0.05.

## 6. SUGGESTIONS FOR FURTHER STUDIES

Recommendations suggest that the Education and Culture Office of the Banggai Islands Regency, which oversees school supervisors and principals, should be even more intense in conducting coaching programs for BOS fund managers through supervision and collaboration with higher education institutions to improve the competence of BOS fund managers to stimulate increased performance. . Then the Education and Culture Office of the Banggai Islands Regency can develop a program for supervising supervisors so that the implementation of supervision, especially managerial supervision, can be right on target according to organizational goals.

For future researchers, this research raises the issue of the influence of recruitment, competence, and supervision on the performance of BOS fund managers. It should be expanded in a more macro scope and deepened through management theories that have developed widely and rapidly. Other factors besides supervision and competence that affect performance can be developed in further research, such as compensation, leadership, and work environment.

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