



THE INFLUENCE OF RECRUITMENT AND COMPENSATION ON THE PERFORMANCE OF ELECTION ORGANIZERS IN BANGKALAN REGENCY THROUGH WORK PROFESSIONALISM AS AN INTERVENING VARIABLE (Case Study of the KPU¹ and BAWASLU² of Bangkalan Regency)

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Abstract

This research discusses the problems that exist in the election organizers of the KPU ad hoc and BAWASLU of Bangkalan Regency related to recruitment, compensation, and work professionalism which can influence the performance of election organizers. This research aims to test the problem formulation. This research used a quantitative approach, with a sample size of 93 people. Data was obtained from the interview process and distributing questionnaires to respondents. The data was analyzed using multiple regression with SPSS to answer the hypothesis. Based on the results of the analysis, partially the recruitment and compensation variables have a positive and significant effect on work professionalism with each recruitment t-count value of 8.292 with a significant level of $0.000 < 0.05$ and compensation of 2.161 with a significant level of $0.033 < 0.05$. The variables recruitment, motivation and work professionalism have a positive and significant effect on performance with each recruitment t-value of 2.828 with a significant level of $0.006 < 0.05$, motivation above 3.977 with a significant level of $0.000 < 0.05$, and work professionalism above 2.905 with a significant level $0.000 < 0.05$. Based on the intervening regression analysis, it is known that recruitment and compensation have a positive and significant influence on performance through professionalism with an indirect recruitment coefficient of 0.201746 and the results of the Sobel test with a t value of $2.7175172461 > t_{table} 1.66216$ with a significance level of 0.05, and compensation of 0.052746 and Sobeltest results with a t value of $1.6690225749 > t_{table} 1.66216$ with a significance level of 0.05. The conclusion is that all hypotheses are proven with the support of previous research.

Keywords: Recruitment, Compensation, Work Professionalism, Performance.

1. INTRODUCTION

To obtain human resources who have quality, integrity, and independence, institutions must carry out appropriate employee procurement by carrying out recruitment and selection processes. Recruitment is a series of activities that begin when a company or organization needs workers and opens vacancies until it finds the desired or qualified employee candidates according to the existing position or vacancy (Herman Sofyandi, 2010: 108). The benefit of recruitment is that it has the function of "the right man and the right place" (the right person and the right place), where this becomes a guide for managers in placing existing workers in their company. Meanwhile, according to I Komang Ardana (2012: 69), labor selection is an activity to determine

and select workers who meet the requirements set by an organization or institution.

In practice, according to Surbakti and Nugroho (2015:72), PPK and PPS recruitment still found a number of weaknesses in the process, causing selected PPK and PPS members to be unable to carry out their duties and functions properly and even tend to become perpetrators of election violations. Therefore, Surbakti and Nugroho (2015: 72) emphasize that the issue of recruitment, qualifications, and competence of PPK and PPS requires good performance management so that the selected PPK and PPS are able to carry out their duties and authority in accordance with the principles as election organizers. ideal.

Likewise, in Bangkalan Regency, in fact, the recruitment and selection process carried out by the KPU and BAWASLU of



Bangkalan Regency has attracted a lot of protests from the public. The public considers that the recruitment and selection process carried out by the KPU and BAWASLU of Bangkalan Regency related to the formation of an ad-hoc body was carried out in a non-transparent process.

One example of the recruitment process carried out by BAWASLU is that it does not produce scoring results from written tests using the Computer Assisted Test (CAT) system so that the public assumes that in determining whether to pass the written test there has been manipulation of the score settings. Apart from that, the results of the interview test are not transparent and there is no accumulation of scores between the written test and the interview test.

Likewise, ad hoc body recruitment was carried out by the Bangkalan Regency KPU. Even though the written test using the Computer Assisted Test (CAT) system is more transparent, when the results of the interview selection process were announced, they actually received a lot of criticism from the public. This is because the interview scoring results are considered not transparent and there is no accumulated value between the results of the written test and the interview test.

Kecamatan	Kelompok Peserta Ranking 5 Besar Hasil CAT		Kelompok Peserta Ranking 6-17 Besar Hasil CAT	
	Jumlah	%	Jumlah	%
Bangkalan	1	20,00	4	80,00
Socah	1	20,00	4	80,00
Burneh	3	60,00	2	40,00
Kamal	2	40,00	3	60,00
Arosbaya	1	20,00	4	80,00
Geger	2	40,00	3	60,00
Klampis	1	20,00	4	80,00
Sepulu	2	40,00	3	60,00
Tanjung Bumi	2	40,00	3	60,00
Kokop	2	40,00	3	60,00
Kwanyar	1	20,00	4	80,00
Labang	3	60,00	2	40,00
Tanah Merah	1	20,00	4	80,00
Tragah	2	40,00	3	60,00
Blega	2	40,00	3	60,00
Modung	2	40,00	3	60,00
Konang	2	40,00	3	60,00
Galis	3	60,00	2	40,00
Jumlah	33	36,67	57	63,33

Source : madurapers.com (2022)

As reported in the online media madurapers.com (17/12/2022), those who passed the interview selection were dominated by participants who had low CAT written test scores, namely ranking in the top 6-15. Meanwhile, many participants who had high scores in the top 5 of the CAT written test results failed to pass the selection interview. The comparison ratio of the 90 people who passed the interview selection from ranks 6-15 from the CAT written test results was 57 people (63.33%) while those who passed the interview selection from the top 5 CAT written test results were 33 people (36.67%)

The above phenomenon makes the public assume that the recruitment and selection process for the formation of an ad hoc election organizing body was carried out in violation of the principles of holding elections professionally. The public assumes that the participants who passed were only entrusted by people who have power, have a special closeness to the leadership of the KPU and BAWASLU of Bangkalan Regency

and are only based on pragmatic interests.

Apart from that, based on temporary observations made by researchers, there are problems faced by ad hoc election organizers, namely related to providing compensation. According to Handoko (2015:155), compensation is everything that employees receive as compensation for their work. Meanwhile, according to Gary Dessler (2013:82).

One type of compensation is honorarium. The honorarium given to ad-hoc election organizers in Bangkalan district is in accordance with the amount of salary that has been determined by a letter from the Minister of Finance. In the 2024 general elections and election, the honorarium for ad-hoc election organizers has increased and the following details are sourced from the official websites of the Indonesian KPU and RI BAWASLU.

KPU					
No	Badan Adhoc	Honor Semula		Honor Saat ini	
		Pemilu 2019	Pilkada 2020	Pemilu 2024	Pilkada 2024
1	PPK				
	Ketua	1.850.000	2.200.000	2.500.000	2.500.000
	Anggota	1.600.000	1.900.000	2.200.000	2.200.000
2	PPS				
	Ketua	900.000	1.250.000	1.500.000	1.500.000
	Anggota	850.000	1.150.000	1.300.000	1.300.000
BAWASLU					
1.	Panwascam				
	Ketua	1.850.000	1.850.000	2.200.000	2.200.000
	anggota	1.650.000	1.650.000	1.900.000	1.900.000
2	PKD	900.000	900.000	1.100.000	1.100.000

Sumber: Diolah (2023)

The increase in honorarium for the 2024 elections and election will have an effect on the number of people interested in becoming election organizers. However, it is still felt that the honorarium is not commensurate with the workload and risks faced by election organizers. Apart from that, the BOP for work operations is considered to be too minimal and there is a delay in providing honorariums, which is why several parties have complained.

2. LITERATURE REVIEW

Recruitment

Recruitment according to Mathis and Jackson in Hermaddin (2017), means the process of producing a group of applicants who are qualified for organizational jobs. Another definition says that recruitment is an effort to find and attract workers to apply for job vacancies in a company (Hasibuan in Hermaddin, 2017). Recruitment is a follow-up to the first human resource management function, namely job analysis. After the results of the job analysis show that there are job descriptions and qualifications, which explain the requirements that must be met by prospective workers to hold a position (Yamin in Simbolon, 2018).

Compensation

According to Handoko (2015:155), compensation is everything that employees receive as compensation for their work. Meanwhile, according to Gary Dessler (2013: 82), employee compensation is all forms of payment or gifts given to employees and arises from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses). And indirect payments (in the form of financial benefits such as insurance

and vacation pay paid by the company).

Work Professionalism

According to Wibowo (2014: 271) "work professionalism is the ability or expertise to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job"

Performance

According to Simamora (20012:146), the description of performance involves three important components, namely:

1. Goals

This goal will provide direction and influence what work behavior the organization expects of each personnel.

2. Size

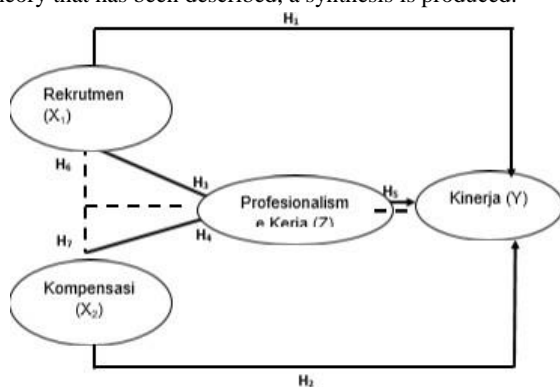
Measures are needed to determine whether a personnel has achieved the expected performance. For this reason, quantitative and qualitative performance standards for each task and personal position play an important role.

3. Assessment

Regular performance assessments that are linked to the process of achieving each personnel's performance goals. This action will enable personnel to always be goal-oriented and work in an appropriate and directed manner in accordance with the goals to be achieved.

Thinking Framework

Sugiyono (2010: 89) said that the framework of thinking is a synthesis of the relationships between variables, compiled from various theories that have been described. Based on the theory that has been described, a synthesis is produced.



Gambar 2. 1 Kerangka Pemikiran. Sumber: Diolah (2023).

Hypothesis

A hypothesis is a temporary answer to the formulation of a research problem (Sugiyono, 2002: 51)

H1: It is suspected that recruitment variables influence the performance of the Bangkalan Regency ad hoc body election organizers.

H2: It is suspected that the compensation variable influences the performance of the Bangkalan Regency ad hoc body election organizers.

H3: It is suspected that recruitment variables influence the professionalism of the work of Bangkalan Regency ad hoc

body election organizers.

H4: It is suspected that the compensation variable influences the professionalism of the work of the Bangkalan Regency ad hoc body election organizers.

H5: It is suspected that the work professionalism variable influences the performance of the Bangkalan Regency ad hoc body election organizers.

H6: It is suspected that recruitment variables influence the performance of Bangkalan Regency ad hoc body election organizers through work professionalism as an intervening variable.

H7: It is suspected that the compensation variable influences the performance of the Bangkalan Regency ad hoc body election organizers through work professionalism as an intervening variable.

3. RESEARCH METHODOLOGY

This research uses a quantitative approach in an effort to test the hypotheses that have been prepared. This quantitative research uses a correlational approach. The correlational approach is a type of research that aims to find out whether or not there is a relationship between two or more variables to be measured, if there is a relationship then how close the relationship is, and whether the relationship is meaningful or not.

Variable Identification

In this research, the independent or independent variables are Recruitment (X1) and Compensation (X2). An independent variable is a variable that does not depend on other variables and can stand alone. Independent variables or independent variables are variables that can influence or cause changes in the dependent variable (Sugiyono: 2013:39).

The intervening variable in this research is work professionalism (Z). Intervening variables are variables that theoretically influence the relationship between the independent variable and the dependent variable, being an indirect relationship and cannot be observed and measured (Sugiyono: 2013:39). The dependent variable in this research is driver performance (Y).

The dependent variable is often referred to as the output, criterion, consequent variable. In Indonesian it is often referred to as a dependent variable. The dependent variable is a variable that is influenced or becomes a consequence, because of the existence of the independent variable (Sugiyono: 2013: 39).

Data analysis technique

In this research, the data analysis techniques used are reliability testing and validity testing to test whether the data is reliable and valid or not.

Classic assumption test

The classic assumption tests used in this research are the multicollinearity test to test whether the regression model finds a correlation between independent variables, the Heteroscedasticity Test to test whether in the regression

model there is an inequality of variance from the residuals of one observation to another. And the normality test is to test whether the data to be used in the regression model is normally distributed or not.

Hypothesis

Hypothesis tests used in this research are the simultaneous significant test (F test), partial significance test (T-test), and coefficient of determination test (R²). The F statistical test is basically to show whether all the independent variables included in the model have a joint influence on the dependent variable (Ghozali, 2012: 84). The t or partial test is used to test whether the independent variables have an influence on the dependent variable. And determination analysis in multiple linear regression is used to determine the percentage independent variables (X1, X2.....Xn) simultaneously on the dependent variable

Sobel Test

The Sobel test is usually used to test mediation hypotheses. A variable is called a mediating variable if the variable influences the relationship between the independent variable and the dependent variable (Ghozali, 2014: 247).

4. RESULTS

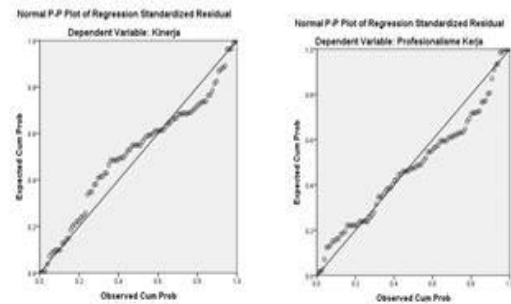
General Description

The constitutional interpretation of the phrase "general election commission" in Constitutional Court Decision Number 11/PUU-VIII/2010 does not refer to the name of a particular institution but rather refers to the function of organizing elections which is national, permanent, and independent. Therefore, the legislators in Law No. 15 of 2011 concerning General Election Organizers and Law No. 7 of 2017 concerning General Elections define Election Organizers as institutions that organize elections with a unique design consisting of the General Election Commission (KPU), The Election Supervisory Body (Bawaslu), and the Election Organizer Honorary Council (DKPP) as a unified function of organizing elections. However, the focus of this research is on the human resources of the ad hoc body organizing general elections.

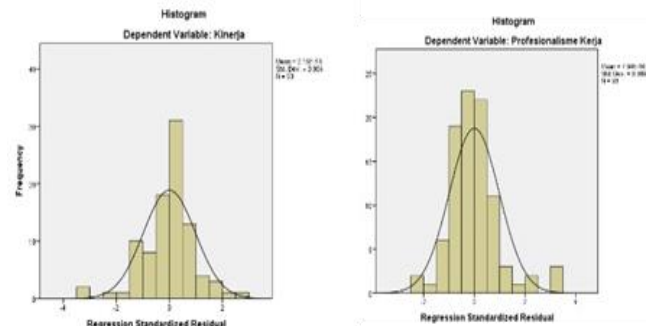
Data Analysis

- 1. Validity and Reliability Test** Based on the data obtained from distributing questionnaires to 93 respondents at the Bangkalan Regency election organizers, the data can be said to be valid or reliable. So it is necessary to test the validity and reliability of the data. Validity testing can be done using the Product Moment correlation coefficient method. Meanwhile, the reliability test uses the Cronbach's Alpha method, where a variable is said to be reliable if it provides a Cronbach's Alpha value > 0.06 (Ghozali, 2011: 42).
- 2. Classic Assumption Test Normality Test** The results of the normality test in the image show that the distribution of data (points) on the diagonal axis of the graph does not spread far from the diagonal line or follows the direction of the diagonal line, so the regression model meets the normality

assumption.



Source: Appendix SPSS 24. Meanwhile, based on the graph in the picture. The histogram graph shows a normal distribution pattern (no skew). The two graphs above show that the regression model is suitable for use because it meets the assumptions of normality.



Source : Appendix SPSS 24

Multikolinierity Test

Model 1

	Variabel	Tolerance	VIF
Persamaan regresi	Rekrutmen (X ₁)	0,596	1,677
	Kompensasi (X ₂)	0,596	1,677

Sumber: Lampiran 4 SPSS 21]

Model 2

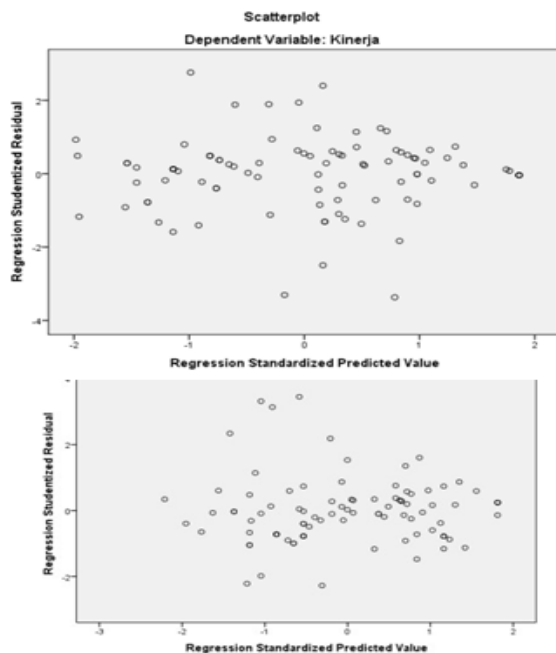
	Variabel	Tolerance	VIF
Persamaan regresi	Rekrutmen (X ₁)	0,338	2,958
	Kompensasi (X ₂)	0,567	1,764
	Profesionalisme kerja (Z)	0,358	2,792

Sumber: Lampiran 4 SPSS 24

From the table above it can be seen that there is no tolerance value that is less than 0.01 and a Variance Inflation Factor (VIF) that is more than 10. Thus, it can be concluded that there is no multicollinearity between variables in both model structure 1 and model 2 structure, so that the variable free from any structural equations free from classical assumptions.



Heteroskedastisity Test



The results of the heteroscedasticity test in the image above show that the scatterplot does not form a particular pattern and the points spread above and below the number 0 on the Y axis. Thus, it can be said that the test results do not have heteroscedasticity.

3. Hypothesis and Sobel Test

The Effect of Recruitment on the Performance of Election Organizers (H1)

Based on the results of the model-1 structural regression, it shows that recruitment (X1) has a positive and significant effect on the performance of the election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency partially. This is indicated by the regression coefficient value (B) of 0.386 and the count value of $2.828 > t_{table} 1.66216$ with a significance level of 0.006 which is smaller than the significance level ($\alpha = 0.05$) so that H_0 is rejected and H_1 is accepted. So the results of this research mean that the influence of recruitment is in the same direction as performance. Thus, the first hypothesis is proven that there is an influence of recruitment on the performance of the election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency.

The Effect of Compensation on the Performance of Election Organizers (H2)

Based on the results of the model-1 structural regression, it shows that compensation (X2) has a positive and significant effect on the performance of the election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency partially. This is shown by the regression coefficient value (B) of 0.431 and the count value of $3.977 > t_{table} 1.66216$ with a significance level of 0.000 which is smaller than the significance level ($\alpha = 0.05$) so that H_0 is rejected and H_1 is accepted. So the results of this research mean that the influence of motivation is in the same direction as the driver's performance. Thus, the second hypothesis is proven that there is an influence of compensation on the performance of the

election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency.

The Influence of Work Professionalism on the Performance of Election Organizers (H3)

Based on the results of the structural regression model-1, it shows that work professionalism (Z) has a partial positive and significant effect on performance. This is shown by the regression coefficient value (B) of 0.287 and the count value of $2.905 > t_{table} 1.66216$ with a significance level of 0.005 which is smaller than the significance level ($\alpha = 0.05$) so that H_0 is rejected and H_1 is accepted. So the results of this research mean that the influence of work professionalism is in the same direction as performance. Thus, the third hypothesis is proven that there is an influence of work professionalism on the performance of the election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency.

The influence of recruitment on work professionalism of Election Organizers (H4)

Based on the results of the structural regression model-2, it shows that recruitment (X1) has a positive and significant effect on work professionalism (Z) partially. This is indicated by the regression coefficient value (B) of 0.908 and the count value of $8.292 > t_{table} 1.66196$ with a significance level of 0.000 which is smaller than the significance level ($\alpha = 0.05$) so that H_0 is rejected and H_1 is accepted. So the results of this research mean that the influence of recruitment is in the same direction as work professionalism. Thus, the fourth hypothesis is proven that there is an influence of recruitment on the professionalism of the work of the election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency.

The Influence of Compensation on Work Professionalism of Election Organizers (H5)

Based on the results of the structural regression model-2, it shows that compensation (X2) has a positive and significant effect on work professionalism (Z) partially. This is shown by the regression coefficient value (B) of 0.244 and the count value of $2.161 > t_{table} 1.66196$ with a significance level of 0.033 which is smaller than the significance level ($\alpha = 0.05$) so that H_0 is rejected and H_1 is accepted. So the results of this research mean that the influence of compensation is in the same direction as work professionalism. Thus, the fifth hypothesis is proven that there is an influence of compensation on the professionalism of the work of the election organizers of the KPU ad hoc body and BAWASLU of Bangkalan Regency.

The Effect of Recruitment on Performance Through Work Professionalism of Election Organizers (H6)

Based on the results of the intervening regression which can be explained using path analysis, it is known that there is a direct influence and an intervening influence between recruitment on performance through work professionalism. The results of this research are to answer the problem formulation that has been prepared previously with the aim of finding out whether there is a mediating influence between recruitment and performance through work professionalism as an intervening variable.

The mediating effect between recruitment on performance

through work professionalism is shown by the indirect effect coefficient value of 0.201746 with a tcount of 2.7175172461 greater than ttable > 1.66216, with an indirect effect significance level of 0.260596 > 0.05. Thus, it can be said that the recruitment implemented by the KPU and BAWASLU of Bangkalan Regency related to the election organizers of the adhoc body of the KPU and BAWASLU of Bangkalan Regency has an indirect influence on performance through work professionalism.

The Effect of Compensation on Performance through Work Professionalism of Election Organizers (H7)

Based on the results of the intervening regression which can be explained using path analysis, it is known that there is a direct influence and a mediating influence between compensation on performance through work professionalism. The results of this research are to answer the problem formulation that has been prepared previously with the aim of finding out whether there is a mediating influence between compensation on the performance of the election organizers of the KPU adhoc body and BAWASLU of Bangkalan Regency through work professionalism.

The mediating effect between compensation on performance through work professionalism is shown by the indirect influence coefficient value of 0.052756 with tcount of 1.66902255749 which is greater than ttable > ttable 1.66216 with a significance level of 0.070028 > 0.05. Thus it can be said that compensation can influence performance directly or indirectly through work professionalism.

CONCLUSIONS

Based on the regression results of the model-1 structural equation and model-2 structural equation described in the previous chapter, with a discussion of the influence of recruitment and compensation on the performance of the election organizers of the KPU adhoc body and BAWASLU of Bangkalan Regency through work professionalism as an intervening variable, several conclusions can be drawn as follows:

1. The recruitment variable has a positive and significant effect on performance as indicated by the regression coefficient (B) value of 0.386 and the tcount value of 2.828 > ttable 1.66216 with a significance level of 0.006 which is smaller than the significance level (a) = 0.05
2. The compensation variable has a positive and significant effect on performance as indicated by the results of the analysis of the regression coefficient value (B) of 0.431 and the tcount value of 3.977 > ttable 1.66216 with a significance level of 0.000 which is smaller than the significance level (a) = 0.05
3. The work professionalism variable has a positive and significant effect on performance as indicated by the regression coefficient (B) of 0.287 and the tcount value of 2.905 > ttable 1.66216 with a significance level of 0.005 which is smaller than the significance level (a) = 0.05
4. The recruitment variable has a positive and significant effect on work professionalism as indicated by the regression coefficient (B) of 0.908 and the t-count value of 8.292 > ttable 1.66196 with a significance level of 0.000 which is smaller than the significance level (a) = 0.05.
5. The compensation variable has a positive and significant effect on work professionalism as shown by the regression coefficient (B) of 0.244 and the tcount value of 2.161 > ttable 1.66196 with a significance level of 0.033 which is smaller than the significance level (a) = 0.05.
6. The recruitment variable has a positive and significant effect on performance through work professionalism as indicated by the indirect effect coefficient value of 0.201746 with a tcount of 2.7175172461 greater than ttable > 1.66216, with an indirect effect significance level of 0.260596 > 0.05.
7. The compensation variable has a positive and significant effect on performance through work professionalism as indicated by the indirect influence coefficient value of 0.052756 with a tcount of 1.66902255749 which is greater than ttable > ttable 1.66216 with a significance level of 0.070028 > 0.05.

RECOMMENDATIONS

Based on the conclusions that have been put forward, several recommendations can be given in the form of suggestions, so that later they can be used as consideration for the KPU and BAWASLU of Bangkalan Regency. The recommended suggestions are as follows:

1. The KPU and BAWASLU of Bangkalan Regency should carry out recruitment by paying attention to openness, professionalism, and objectivity towards prospective organizers in accordance with the election principles regulated in Law No. 7 of 2017. The steps are as follows :
 - a. The written test using CAT results must be live on social media.
 - b. Removing the "community input and response" stage, because it is misused to provide space for nepotism in the recruitment of election organizers.
 - c. Interviews were carried out using the CAT system with level scoring.
2. The compensation given to the Ad Hoc Election Organizing Body should be determined based on:
 - a. The principle of fairness, the amount of compensation that must be paid to each election organizer must be adjusted to work performance, type of work, responsibilities, and position;
 - b. The principle is appropriate and reasonable, the compensation received by election organizers can meet their needs at an ideal normative level.
3. The KPU and BAWASLU should pay attention to the performance of election organizers by requiring election organizers to be online every day with

documentary evidence. As well as maximizing performance reports from the lowest level to the highest level.

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