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THE INFLUENCE OF TECHNOLOGY USE AND RECRUITMENT PROCESS ON HUMAN RESOURCE QUALITY AT THE BPK RI REPRESENTATIVE OFFICE OF DKI JAKARTA PROVINCE

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Technology Use,
Recruitment,
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Abstrak

This study aims to analyze the influence of technology use and recruitment processes on the quality of human resources at the BPK RI Representative Office of DKI Jakarta Province. The study used a quantitative approach with data collection through distributing questionnaires to employees involved in the recruitment and HR management process. The research instrument was tested through validity and reliability tests, then the data were analyzed using multiple linear regression, partial (t) tests, and simultaneous (F) tests. The results showed that the use of technology had a positive and significant effect on HR quality ($t = 3.117 > 1.665$; $p < 0.05$). The recruitment process was also proven to have a positive and significant effect on HR quality ($t = 2.154 > 1.665$; $p < 0.05$). Simultaneously, both variables had a significant effect on HR quality ($F = 11.442 > 4.27$; $p = 0.000$). These findings confirm that the use of technology in recruitment and the implementation of an effective recruitment process are important factors in improving employee quality within the BPK RI Office.

INTRODUCTION

The recruitment process is a crucial foundation in human resource management because it determines the quality of individuals who will contribute to organizational performance. For government institutions with strategic mandates such as the Supreme Audit Agency of the Republic of Indonesia (BPK RI), an effective recruitment process is crucial to ensure professionalism in auditing and supervising state finances. Appropriate recruitment ensures that employees possess the technical competence, integrity, and thoroughness that align with the demands of institutional tasks. (Hardjawinata, 2023) .

The development of digital technology has transformed the way organizations conduct recruitment processes. Technology-based systems simplify selection administration, from online registration and applicant data management to automated screening and computer-based testing. Technology can also increase the objectivity and

efficiency of assessments, while expanding the range of candidates eligible for selection. However, the effectiveness of this technology needs further study in the context of public organizations with strict task characteristics and competency standards, such as the Jakarta Provincial Representative Office of the Republic of Indonesia's Audit Board (BPK RI). (Putra, 2021) .

In practice, technology not only speeds up the selection process but also provides more accurate data in assessing prospective employees' abilities. Online tests, digital psychological assessments, and personnel information system applications are becoming increasingly common tools. However, the use of technology does not automatically guarantee improved quality of human resources. Challenges such as limited direct interaction, potential algorithmic bias, data security, and internal human resource readiness in operating the system remain important concerns. (Yanti, 2025) .

The quality of human resources within the Indonesian Audit Board (BPK RI) plays a strategic role because it directly impacts the quality of audit results and oversight of state finances. Therefore, the use of technology in recruitment must be able to screen candidates who are not only technically superior but also possess high integrity and a deep understanding of state financial management regulations and mechanisms. This is relevant considering that not all forms of selection technology are suitable for jobs that require critical analysis and strong moral commitment. (Iswahyudi et al., 2023) .

In addition to technological factors, selector competence is also a crucial aspect in determining recruitment success. Selectors are the ones who assess candidates' suitability to the organization's needs, so their ability to analyze test results, understand job characteristics, and assess applicant suitability are key determinants. The use of technology will not yield optimal results if it is not balanced with adequate selector competence. (Maulana, 2021) .

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This study also considers the challenges of technology implementation at the BPK RI Representative Office in DKI Jakarta Province, such as the ability of staff to operate digital systems, the potential for data misuse, and employee acceptance of technology-based selection processes. Employee perceptions of the transparency and fairness of technology-based systems will provide additional insight into the extent to which this modern recruitment process aligns with the organization's culture. (Alwi & Sugiono, 2019) .

The importance of quality human resources in government, particularly at the Indonesian Supreme Audit Agency (BPK RI), cannot be underestimated. Qualified employees directly impact the performance of government institutions, including in the implementation of audit and oversight duties regarding state financial management. The use of technology in the recruitment process is expected to produce employees who are not only qualified but also possess the integrity and ability to face the various challenges of financial audits and audits (Arfin, 2022) .

Given these dynamics, it is important to examine how the use of technology in recruitment contributes to the quality of the resulting human resources. This study also examines how selector competency influences the candidate screening process. Thus, this

study provides a comprehensive overview of the influence of technology and selector competency on human resource quality at the Jakarta Provincial Representative Office of the Republic of Indonesia's Audit Board (BPK RI). (Kharisma & Wening, 2023) .

Furthermore, it's important to assess employees' perceptions of the use of technology in recruitment. Do they perceive technology-based selection processes as fairer and more transparent, or do they believe technology cannot replace more traditional selection processes involving face-to-face interviews and social-interaction-based assessments? These employee perceptions will provide insight into the extent to which technology is accepted and internalized within the organization's work culture (Priharwantiningsih, 2019) .

The quality of human resources in government organizations such as the Indonesian Audit Board (BPK RI) is also influenced by external factors, such as changes in regulations and government policies that can affect recruitment standards and procedures. Therefore, this study will also examine whether government policies related to the use of technology in recruitment play a role in improving the quality of human resources accepted by the BPK RI (Iskarim, 2019) .

(Utami, 2019) .

Based on these conditions, researchers identified an understudied area of research, particularly regarding the integration of recruitment technology and selector competency in influencing human resource quality in government institutions. Therefore, this research was conducted under the title: "The Influence of Technology Use in the Recruitment Process on the Quality of Human Resources at the BPK RI Representative Office of DKI Jakarta Province."

Based on the description above, the formulation of the research problem is as follows: a). Does the use of technology in the recruitment process affect the quality of human resources at the BPK RI Representative Office of DKI Jakarta Province? b.) Does the selector's competence in the recruitment process affect the quality of human resources at the BPK RI Representative Office of DKI Jakarta Province? and c). Do the use of technology and selector competence in recruitment simultaneously affect the quality of human resources at the BPK RI Representative Office of DKI Jakarta Province?

LITERATURE REVIEW

Management

Management is conceptually understood as the process of planning, organizing, directing, and controlling all organizational resources to achieve goals effectively and efficiently. Early thinking on modern management was formulated by figures such as Frederick Taylor, who emphasized work efficiency through the principles of scientific management, and Henri Fayol, who developed managerial functions that remain a benchmark for organizations today (Amri et al., 2022). (Arifah, 2023) . In practice, management is a dynamic process that requires the ability to make strategic decisions, adapt to change, and optimally manage resources. A manager is required to be able to align the organization's vision with internal potential, direct team members, and ensure that work processes can adapt to the dynamics of the organizational environment (Farida et al., 2025) . Management quality is determined not only by technical aspects, but also by emotional intelligence, intuition, and creative problem-solving abilities (Firmansyah, 2022) . Thus, management is not only oriented towards theory, but is a practical activity that integrates interpersonal skills, recruitment, and process control to create long-term value for the organization (Sabrina, 2021) .

Human Resources

Human resource management (HRM) focuses on managing people as the organization's main asset through a series of functions such as planning, recruitment, selection, training, development, compensation, employment relations, and maintaining occupational safety and health. (Iswahyudi et al., 2023) . According to (Sutariyono et al., 2020) Human resource management encompasses staffing, conflict management, motivation, training, and discipline. This definition suggests that human resource management involves a series of structured activities, from acquiring to retaining a workforce, to enable the organization to optimally achieve its goals. In conclusion, human resource management is a strategic process that integrates planning, managing, directing, and supervising the workforce to increase organizational effectiveness.

Recruitment

Recruitment is the process of attracting, selecting, and choosing individuals who meet the qualifications according to the needs of the organization. (Utami, 2019) . This process involves identifying workforce needs, developing job descriptions, announcing vacancies, accepting applications, selecting, and offering jobs.

Recruitment can be conducted internally or externally (Iskarim, 2019) with the following stages: 1) Identifying position needs. 2) Developing job descriptions. 3) Announcement of vacancies. 4) Acceptance of applications. 5) Administrative selection, interviews, psychological/technical tests, and background checks. 6) Candidate selection and job offers.

Effective recruitment is the foundation of organizational productivity because it determines the quality of employees who will contribute to the work process (Alwi & Sugiono, 2019) .

Recruitment Technology

Recruitment technology refers to the use of digital-based systems to support the selection and recruitment process for prospective employees. This innovation is rapidly evolving and replacing time-consuming manual methods. (Susanto & Hamzali, 2025) .

Commonly used technologies include:

a. Applicant Tracking System (ATS)

An application management system that performs automated screening, organizes CVs, and monitors candidate progress.

b. Online Recruitment Platform

Such as LinkedIn, JobStreet, and Indeed which help in disseminating job vacancy information and searching for candidates.

c. Artificial Intelligence (AI)

Used for candidate analysis, automated screening, and even initial interview chatbots.

d. Online Test

Includes online technical, psychometric and personality tests.

e. Video Interviewing

Remote interviews via Zoom, Teams, or a dedicated platform like HireVue.

f. Recruitment Data Analytics

Used to analyze trends, recruitment speed, and effectiveness of selection methods.

g. Recruitment Process Automation

For administrative tasks such as confirmation emails, interview scheduling, and feedback.

h. Social Media Recruitment

Utilizing platforms such as Instagram, Facebook, and Twitter for employer branding and finding candidates.

Benefits of Recruitment Technology (Husna et al., 2021) .

– Efficiency and speed of process.
– Objectivity of selection.
– Lower costs.
– Wider candidate reach.
– Better applicant experience.

Challenge

– Limited digital infrastructure.
– Data security risks.
– Potential for algorithm bias if AI is not well designed.

Quality of Human Resources (HR)

Human resource quality reflects the abilities, skills, knowledge, attitudes, and character that enable individuals to work effectively. Organizations with high-quality human resources have a greater opportunity to adapt, innovate, and achieve competitive advantage. (Iskarim, 2019) .

Some factors that influence the quality of human resources include:

1. Education and Skills

Formation of a foundation of relevant knowledge and competencies (Sabrina, 2021) .

2. Work Experience

Improve decision-making, problem-solving, and adaptation skills (Wirdatul Jannah, 2019) .

3. Motivation and Commitment

Determining the level of productivity and active participation in achieving organizational goals (Azizah & Setyowati, 2022) .

4. Adaptability

Ability to adapt to changes in the work environment and technology (Arza, 2020) .

5. Social and Leadership Skills

Includes communication, collaboration, and team management skills (Kinni et al., 2025) .

6. Work Ethics and Integrity

Promote professionalism and trust within the organization (Sujarweni et al., 2025)

7. Productivity and Performance

It is the main indicator of HR quality, including the ability to produce output and achieve work targets (Pratiwi, 2020)

Overall, the quality of human resources is a strategic factor that determines the competitiveness of an organization, so that continuous development through education, training, motivation, and a supportive work environment is very important.

One important reference in conducting research is the results of previous studies. Theses and scientific journals are often the primary sources providing findings from relevant previous research. These results are then compared with the current study, analyzing different conditions and time periods. The following summarizes some previous studies, which will be discussed further in the following table:

Based on a review of various previous studies, it appears that the topics of recruitment, the use of technology in the selection process, human resource quality, and organizational performance have received widespread attention across various sectors, from private companies and educational institutions to government institutions. Most studies (Azizah & Setyowati, 2022; Poernomo, 2019; Widya, 2021; Syufa & Prayudista, 2023) consistently demonstrate that a well-designed recruitment process can significantly improve employee performance. This is reinforced by findings in other sectors, such as Fitriyah's (2020) study in a political context, which confirmed that recruitment mechanisms determine the quality of individuals produced within an organization, even in non-corporate settings.

Research focusing on the role of technology in the recruitment process also shows a significant positive impact on the effectiveness and quality of human resources. Studies by Iswanto & Andy Iwan (2023) and Mendrofa et al. (2022) emphasize that utilizing technology can increase efficiency, expand candidate reach, and strengthen organizational relationships with stakeholders. Meanwhile, several other studies, such as Sousa et al. (2019), Alvaro (2025), and Attar et al. (2020), emphasize the importance of adaptive leadership, digital skills, and organizational flexibility in supporting the successful implementation of modern recruitment strategies. These findings indicate that technology and leadership aspects are closely related to the quality of the recruitment process and its impact on organizational performance.

Nevertheless, several research gaps *can* be identified. First, most previous studies have focused on the relationship between recruitment and performance, but few have examined in depth the impact of technology use in the recruitment process on human resource quality, particularly in central government agencies such as the Jakarta Provincial Representative Office of the Supreme Audit Agency (BPK RI). Second, previous research has been conducted primarily in the private sector, education, and the service industry, so the context of government bureaucracy remains relatively limited in the empirical literature. Third, some studies have focused on traditional recruitment aspects, while digital transformation and technological innovation have not been widely highlighted as variables tested simultaneously alongside human resource quality. This opens up opportunities for this research to fill this academic gap.

Thus, this research on the impact of technology use in the recruitment process on human resource quality at the Jakarta Provincial Representative Office of the Republic of Indonesia's Audit Board (BPK RI) has strong theoretical and practical relevance. Theoretically, this research contributes to the development of literature on the digitalization of recruitment processes in the public sector. Practically, the results of this study can serve as a basis for government institutions in optimizing technology to obtain more competent, professional, and organizationally appropriate human resources. The combination of technology-based recruitment and an effective selection process is expected to support the sustainable improvement of human resource quality within the BPK RI.

METHOD

This research was conducted at the Supreme Audit Agency of the Republic of Indonesia (BPK RI), located on Jl. Jend. Gatot Subroto Kav. 31, Central Jakarta. The BPK RI is a state institution with a constitutional duty to act as an independent and professional external auditor of state finances. The research period is planned to run from August 2024 to January 2025, covering proposal preparation, instrument development, data collection, analysis, and thesis preparation.

This research uses a descriptive approach with quantitative analysis techniques. The descriptive approach is used to provide an empirical overview of the research variables—without comparing or manipulating the variables (Adi, 2021).
Quantitative analysis was used to test the influence of Technology Use (X1) and Selector Competence (X2) on Human Resource Quality (Y) in the recruitment process at the Indonesian Audit Board (BPK RI). Data were analyzed using descriptive statistics and multiple linear regression.

C. Population and Sample
1. Population
The research population was all employees of the BPK RI DKI Jakarta Representative Office, totaling 206 people.
2. Sample
This study uses non-probability sampling with a saturated sampling technique (census sampling), in which all elements of the population are sampled (Ali, 2022; Adi, 2021).
The sample includes all employees in each division except the board of directors, so that the entire representative population is represented in this study.

D. Data Collection Techniques
1. Data Type
- Primary Data: obtained through questionnaires filled out by respondents regarding research variables.
- Secondary Data: comes from internal documents of the Republic of Indonesia's Audit Board, scientific literature, journals, and other relevant references.

2. Research Instruments
The research instrument was a 1–5 Likert scale questionnaire, in which respondents were asked to provide an assessment of each statement according to the conditions they experienced.

E. Data Analysis Techniques
Data analysis was carried out using SPSS version 26 with the following stages:

1. Validity Test
Validity testing is conducted to assess the instrument's accuracy in measuring the construct. Validity is calculated using the Product Moment correlation.
Criteria:
- Valid if *r calculated* ≥ *r table* ($\alpha = 0.05$).
- Invalid if *r count* < *r table* .

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2. Reliability Test
Reliability was tested using Cronbach's Alpha.
Criteria:

- Reliable if the alpha value ≥ 0.60.
- Not reliable if alpha < 0.60.

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3. Classical Assumption Test
a. Normality Test
Used to determine whether residuals are normally distributed using a normal probability plot. A model is considered normal if the data pattern follows a diagonal line.
b. Multicollinearity Test
Used to determine whether there is a correlation between independent variables.
Criteria:

- Tolerance > 0.10
- VIF < 10

c. Heteroscedasticity Test
Performed using a scatterplot between ZPRED and SRESID and the Glejser test. The model is said to be free of heteroscedasticity if there is no particular pattern or p-value > 0.05.
d. Autocorrelation Test
Using the Durbin-Watson (DW Test).
The model is autocorrelation-free if the DW value is in a range that does not show serial correlation between the residuals of periods t and t−1.

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4. Multiple Linear Regression Analysis
The regression model used is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Information:

- Y = Human Resources Quality
- X1 = Use of Technology
- X2 = Selector Competence
- α = Constant
- β1–β2 = Regression coefficient
- ε = Error term

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5. Test of the Coefficient of Determination (Adjusted R^2)
Adjusted R^2 is used to see the extent to which the independent variable is able to explain the variation in the dependent variable after adjusting for the number of predictors in the model.

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6. Hypothesis Testing
a. Partial Test (t-test)
To see the influence of each variable X1 and X2 on Y.
Criteria:

- p-value < 0.05 → Ha is accepted
- p-value ≥ 0.05 → Ha is rejected

Partial hypothesis:

- H1: The use of technology has a significant effect on the quality of human resources.
- H2: Selector Competence has a significant influence on HR Quality.

b. Simultaneous Test (F-test)

To see the influence of X1 and X2 together on Y. Criteria:

- p-value < 0.05 → Ha is accepted
- p-value ≥ 0.05 → Ha is rejected

(Abdullah et al., 2022)

(Saksana, 2023) ,
(Ali, 2022) ,
(Adi, 2021) ,
(Abdullah et al., 2022) .
(Saksana, 2023) .
(Abdullah et al., 2022) .
(Ramadan, 2021) .
(Hariyati, 2020)

RESEARCH RESULTS AND DISCUSSION

4.1 General Description and Research Objects

4.1.1 Brief History

Board , better known as the BPK RI, is a high-ranking state institution with a constitutional mandate to audit the management and accountability of state finances. The BPK's existence has been regulated from the outset in Article 23 paragraph (5) of the 1945 Constitution, which emphasizes the importance of independent oversight of state finances.

Born in the wake of the struggle for independence, the Audit Board of Indonesia (BPK) was officially established on December 28, 1946, in Magelang, Central Java. At the time, the Indonesian government was struggling to maintain its independence, yet still recognized the importance of accountability in state financial management. The BPK's establishment was carried out through Government Decree No. 11/OE, marking the beginning of this institution's role in the history of the republic.

In its early days, the BPK operated with limited resources and supporting facilities. However, its commitment to safeguarding state finances remained steadfast. Along with the recognition of Indonesian sovereignty and the development of the state system, the BPK began to expand, both institutionally and functionally.

The 1998 reform momentum marked a significant turning point for the Audit Board of Indonesia (BPK). Amendments to the 1945 Constitution strengthened its position as an independent institution free from executive influence. The BPK not only conducts financial audits but also audits of human resource quality and specific audits of institutions managing state finances.

Today, the Supreme Audit Agency (BPK) is at the forefront of maintaining transparency and accountability in state financial management. Its audit findings not only serve as the basis for decision-making by the House of Representatives (DPR) and Regional People's Representative Councils (DPRD), but also serve as a crucial instrument in promoting clean, efficient, and responsible governance.

4.1.2 Vision and Mission of the Republic of Indonesia Audit Board

a. Vision

"To become a trusted audit institution that plays an active role in realizing high-quality and beneficial state financial governance to achieve state goals."

b. Mission

"Examining the governance and accountability of state finances to provide recommendations, opinions, and considerations, Encouraging the prevention of corruption and accelerating the settlement of state compensation, and Implementing transparent and sustainable organizational governance to become an example for other institutions"

4.1.3 Organizational Structure of the Republic of Indonesia's Audit Board

a. Organizational structure

It is a unit of activity where there is a relationship of authority used to coordinate activities with the aim of achieving the goals of an agency or institution. With the separation of functions, each function has different duties and authorities. The organizational structure of the BPK RI is as follows:

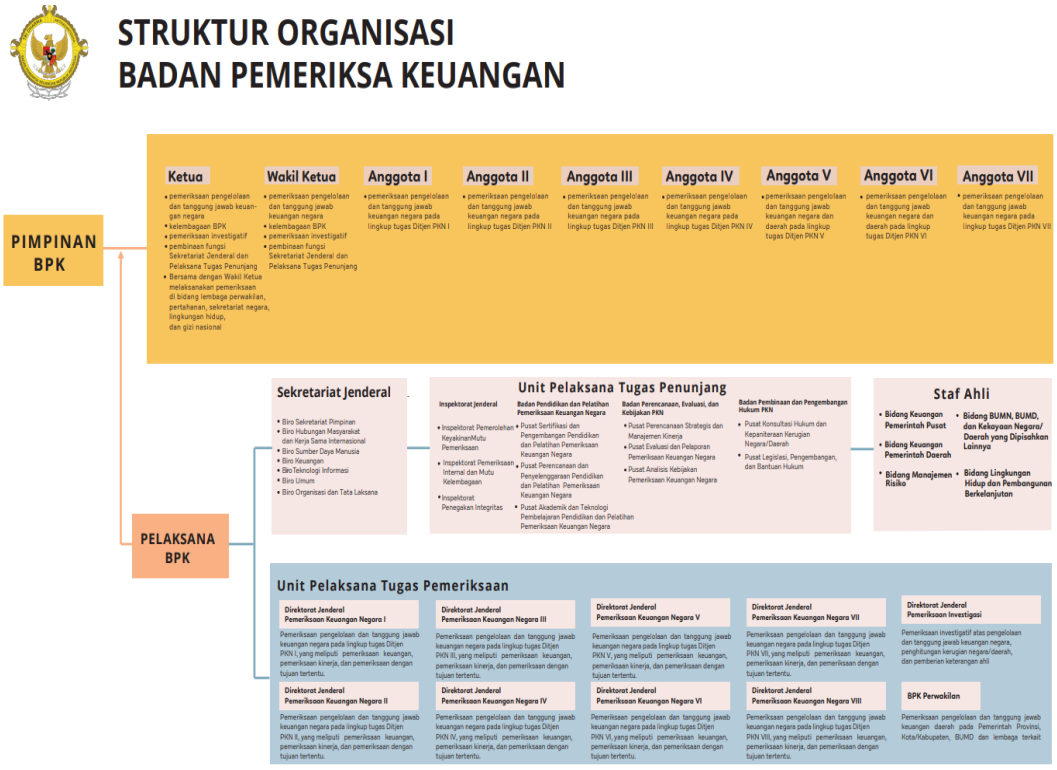

Figure 1Organizational Structure

b. Duties and Authorities

1) Chairman (Concurrently Member)

The Chairman of the Supreme Audit Agency (BPK) and the Deputy Chairman are responsible for auditing the management and accountability of state finances in general. They also carry out the BPK's institutional duties, foster inter-institutional relations both domestically and internationally, and handle development and investigative audits. Within their developmental roles, the Chairman and Deputy Chairman also oversee several key units, such as the Secretariat General, the Training Agency, the Main Inspectorate, the Planning and Evaluation Agency, the Legal Development Agency, and the Directorate General of Investigation.

Specifically, they also carry out inspections in strategic sectors, including representative institutions, defense, environment, and national nutrition, such as the MPR, DPR, Ministry of Defense, Lemhannas, Wantannas, BIN, Ministry of State Secretariat, KLHK, and the Nutrition Agency.

2) Deputy Chairman (Concurrently Member)

The Deputy Chairman of the Supreme Audit Agency (BPK) assists the Chairman of the BPK in conducting audits of state financial management and accountability, strengthening institutions, and fostering relationships between domestic and international institutions. He also plays a role in coaching and investigative audits, the Treasury Claims Assembly process, and fostering supporting units such as the Secretariat General, the Education and Training Agency, the Main Inspectorate, the BPEK, the BPH, and the Directorate General of Investigation. In addition, together with the Chairman of the BPK, he conducts audits of representative institutions, defense, the state secretariat, the environment, and national nutrition.

3) Members I to VII

a. Member I of the Audit Board of Indonesia (BPK): works alongside the Chairman of the BPK in auditing the management and accountability of state finances in general, institutional development, inter-institutional relations within and outside the country, investigative audits, and the development of strategic units such as the Secretariat General, the Training Agency, the Main Inspectorate, the Financial and Development Supervisory Agency (BPEK), the Audit Board of Indonesia (BPH), and the Directorate General of Investigation. He is also involved in the Treasury Claims Assembly's demands process and audits of representative institutions, defense, the environment, the state secretariat, and national nutrition.

b. Member II of the Supreme Audit Agency (BPK): Conducts audits in the areas of law, politics, transportation, and security, including those of institutions such as the Supreme Court, the General Elections Commission (KPU), the Constitutional Court, the Ministry of Law and Human Rights, the National Police, the Attorney General's Office, the Ministry of Foreign Affairs, the

National Security Agency (BSSN), the Maritime Security Agency (Bakamla), the National Counterterrorism Agency (BNPT), the National Narcotics Agency (BNN), the Meteorology, Climatology, and Geophysics Agency (BMKG), the Corruption Eradication Commission (KPK), and other related institutions. He also directs investigative audits in these areas.

c. Member III of the BPK: focuses on audits in the fields of finance, economy, and state-owned enterprises, including the Ministry of Finance, the Ministry of State-Owned Enterprises, Bank Indonesia, the Financial Services Authority (OJK), and other financial institutions that manage state finances.
d. Member IV of the BPK: handles audits in the fields of development, infrastructure, and natural resources, including the Ministry of PUPR, ESDM, Agriculture, and other agencies related to national development and natural resource management.
e. Member V of the BPK: is responsible for the fields of public welfare, education, health and social affairs, including the Ministries of Education, Health, Social Affairs, and institutions that carry out public service functions in these sectors.
f. Member VI of the BPK: conducts audits of regional governments in the western region of Indonesia, including provinces and districts/cities in Sumatra, Kalimantan, and parts of Java.
g. Member VII of the BPK: carries out audits of regional governments in Eastern Indonesia, including provinces and districts/cities in Sulawesi, Nusa Tenggara, Maluku, and Papua.

4.2 Research Variables

In the author's research, two types of variables were used: independent variables and dependent variables. Independent variables are variables that influence or cause changes in other variables, while dependent variables are variables influenced by the independent variables and are the primary focus in measuring research results. The variables are as follows:

1. Independent Variable (X1)
   The independent variable is the Use of Technology (X1). The use of technology refers to the application of knowledge, tools, and systems to simplify, accelerate, or increase the effectiveness of various human activities in everyday life.
2. Independent Variable (X2)
   The independent variable is the Recruitment Process (X2). The recruitment process is a series of systematic steps taken by an organization to attract, screen, and select the most suitable candidates to fill available positions. This process typically includes workforce needs planning , job postings, administrative selection, interviews, and final decision-making and job offers.
3. Dependent Variable (Y)
   The dependent variable in this study is Human Resource Quality (Y). Human Resource Quality refers to the level of ability, skills, knowledge, attitudes, and work ethic possessed by individuals within an organization or society,

which determines the extent to which they can contribute effectively and productively to the achievement of goals. High human resource quality reflects strong competence, integrity, and the ability to adapt to change and technology.

Table 1Research Variables

Variables	Measurement
Use of Technology (X1)	Likert Scale
Recruitment Process (X2)	Likert Scale
Human Resources Quality (Y)	Likert Scale

Source: Processed by researchers

4.3 Respondent Characteristics

This research was conducted within the work environment of the Supreme Audit Agency of the Republic of Indonesia (BPK RI) located in Jakarta. To obtain the data needed to support the analysis, the researcher used a survey method by distributing questionnaires to 120 respondents consisting of BPK RI employees. Respondent selection was based on several demographic categories, such as gender, age, and education level, to ensure representative data diversity. Of these, 100 questionnaires were returned with complete answers and in accordance with the established criteria, so they could be used in further analysis.

The questionnaire was designed to measure three main variables in this study: Technology Use (X1), consisting of 10 statements; Recruitment Process (X2), consisting of 10 statements; and Human Resource Quality (Y), also consisting of 10 statements. Each respondent was asked to provide responses to these statements based on their experiences and perceptions of conditions in the workplace. Through this data collection, researchers were able to obtain a more in-depth picture of the respondents' characteristics and their perceptions of the variables studied, which would later form the basis for the analysis and conclusion-making process.

Table 4.2 2by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	39	39.0	39.0	39.0
	Woman	61	61.0	61.0	100.0
	Total	100	100.0	100.0	

Source: Data processed by researchers

Based on the data above, it can be seen that the respondents with the highest percentage of worker gender in the sample were male, namely 39 people or 39%, while the sample for women was 61 people or 61%.

Table 4.3 3of respondents based on age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	3	8.0	8.0	8.0
	26-35	11	62.0	62.0	70.0
	36-45	5	12.0	12.0	82.0
	46-60	6	18.0	18.0	100.0
	Total	100	100.0	100.0	

Source: Data processed by researchers

The table above shows that the majority of respondents at the BPK RI Jakarta Office, 62%, are between 26 and 35 years old. This indicates that employees at the BPK RI Jakarta Office are in their productive age.

Table 4.4 4of Respondents Based on Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Head of Department	1	10.0	10.0	10.0
	Representative	4	30.0	30.0	40.0
	Supervisor	2	14.0	14.0	54.0
	Staff	18	48.0	48.0	100.0
	Total	100	100.0	100.0	

Source: Data processed by researchers

Based on the results of the tabulation of respondent data based on position, from a total of 100 respondents who participated in this study, it can be concluded that the majority of employees of the BPK RI Service in Jakarta are staff and with 4 deputy heads of service in various divisions.

4.4 Data Description

To obtain research results, the author distributed questionnaires to respondents to analyze three main variables, namely Technology Use (X1), Recruitment Process (X2), and Human Resource Quality (Y). The data obtained were then analyzed, and the results are presented in the following table to provide an overview of respondents' responses to each variable can be seen in the following table:

Table 5 Likert Scale

Answer	Score
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

The scale range of each variable measured in this study was then set in interval form to facilitate interpretation of the average value obtained from the questionnaire results. Determining this interval is important to determine the level of respondents' perception or assessment of each variable, including Technology Use (X1), Recruitment Process (X2), and Human Resource Quality (Y). The scale range criteria used in this study refer to the Likert scale with five assessment categories, namely:

Table 6Scale Range

Scale	Score
1.00 – 1.79	Very Bad
1.80 – 2.59	Not good
2.60 – 3.39	Not good

3.40 – 4.19	Good
4.20 – 5.00	Very good

Based on the tables above, the summary of the results of distributing the questionnaire to respondents can be seen in the following table:

Table 4.7 Summary of Respondents' Perceptions

Statement	Human Resources Quality		Use of Technology		Recruitment Process	
	Amount	Average	Amount	Average	Amount	Average
1	411	4.11	407	4.07	414	4.14
2	408	4.08	398	3.98	416	4.16
3	401	4.01	401	4.01	425	4.25
4	393	3.93	400	4.00	405	4.05
5	404	4.04	397	3.97	409	4.09
6	407	4.07	414	4.14	399	3.99
7	393	3.93	410	4.10	407	4.07
8	389	3.89	409	4.09	415	4.15
9	413	4.13	410	4.10	410	4.10
10	393	3.93	412	4.12	403	4.03
∑	4012	40.12	4058	40.58	4103	41.03
χ Y	401.2	4.01	405.8	4.06	410.3	4.10

Source: Processed by Researchers

4.5 Data Testing

4.5.1 Data Validity Test

Validity testing was conducted to measure the validity of the indicators or questionnaires for each variable. The test was conducted by comparing the calculated r and the tabular r. Table 4.10 shows the results of the validity test on three variables: Technology Use (X1), Recruitment Process (X2), and Employee Human Resource Quality (Y) using the SPSS Version 25 program.

Table 4.8 Validity Test Results

No.	Test Results				
	r-count Human Resources Quality	r-count Technology	r-count Recruitment	r-Table	Information
1	.811	.726	.856	0.1966	Valid
2	.809	.892	.883	0.1966	Valid
3	.887	.899	.710	0.1966	Valid
4	.895	.869	.840	0.1966	Valid
5	.754	.851	.839	0.1966	Valid
6	.874	.910	.847	0.1966	Valid
7	.826	.909	.883	0.1966	Valid
8	.760	.876	.780	0.1966	Valid
9	.857	.835	.854	0.1966	Valid

10	.875	.863	.716	0.1966	Valid

Source: Processed primary data

Based on the calculation results shown in the table above, it can be concluded that all statement items in the variables of Technology Use (X1), Recruitment Process (X2), and Human Resource Quality (Y) show very good results. This is evidenced by the *calculated r value* which is greater than the *table r value* of 0.1966 (calculated r > table r), which is the minimum limit for declaring an item valid. Thus, all items in the questionnaire are declared valid and able to measure what should be measured. Therefore, the questionnaire instrument used in this study can be declared feasible and can be further processed as research data.

4.5.2 Reliability Test Results

Reliability testing is conducted to determine the extent to which measurement results remain consistent when repeated twice on the same symptoms using the same measuring instrument. Reliability is measured using the Cronbach's Alpha statistic with a significance level greater than (>) 0.60. The results of the reliability test are as follows:

Table 4.9 Reliability Test Results

Human Resources Quality Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.950	10

Technology Reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.962	10

Recruitment Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.946	10

Source: Processed primary data

The table above shows that the variables Technology Use (X1), Recruitment Process (X2), and Human Resource Quality (Y) have a Cronbach's Alpha value greater than 0.60. This indicates that the questions in this study are reliable. Therefore, each question item used will be able to obtain consistent data, and if the question is asked again, the answer will be relatively the same as the previous answer.

4.5.3 Classical Assumption Test Results

1. Normality Test

Data normality testing uses the Kolmogorov Smirnov Test of Normality in the SPSS (Statistical Product and Service Solution) version

25 program. "A good regression model is normally distributed or close to normal". Data is said to be normal with the following conditions:

a. If the probability > 0.05 then the distribution of the regression model is normal.
b. If the probability is <0.05, the distribution of the regression model is not normal. Normality testing can be seen in the table below:

Table 4.10 Results of the One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters [a,b]	Mean	.0000000
	Standard Deviation	1.72376119
Most Extreme Differences	Absolute	.128
	Positive	.128
	Negative	-.102
Test Statistics		.128
Asymp. Sig. (2-tailed)		.147 [c]

Source: SPSS Results

From the results of the normality test using the Kolmogorov-Smirnov method, the significance results from the normality test were 0.128 > 0.05, so it can be concluded that the data is normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to determine whether a regression model detects correlation between independent variables. A good regression model should have no correlation between independent variables. To detect multicollinearity in a regression model, the Tolerance Value or Variance Inflation Factor (VIF) can be determined using the following criteria:

a) If the VIF value is above 10 or the tolerance value is below 0.10, multicollinearity occurs.

b) If the VIF value is below 10 or the tolerance value is above 0.10, then multicollinearity does not occur. The results of the multicollinearity test were carried out using SPSS version 25 with the following results:

Table 7Multicollinearity Test Table

Coefficients [a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	7,877	1,854		4,249	.000		
	Human Resources Quality	.569	.099	.625	5,730	.000	.196	5.102
	Technology	.254	.101	.275	2,518	.013	.196	5.102

a. Dependent Variable: Human Resource Quality

The table above shows that the Variance Inflation Factor (VIF) value for the variable Use of Technology (X1) is 1.344 and the Recruitment Process (X2) is 1.301 where each independent variable tolerance value is less than 1 and the VIF value is less than 10, thus the regression model does not have a correlation between independent variables in the equation itself or there is no multicollinearity.

3. Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether a regression model exhibits unequal residual variances from one observation to another. One method or technique for detecting heteroscedasticity is to examine the scatterplot graph between the predicted values of the dependent variable (ZPRED) and the values (ZRESID).

Table 4.12 Heteroscedasticity Test Table

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,837	1,422		4.105	.000
	Human Resources Quality	-.097	.076	-.278	-1,279	.204
	Technology	-.015	.077	-.042	-.194	.846

4. Linear Regression Test

1) Simple Linear Regression Analysis

This simple regression test aims to determine how much influence variable X1 has on variable Y and the influence of variable X2 on Y. In this study, the variables are the use of technology (X1), recruitment process (X2), and employee human resource quality (Y). The following are the results of regression processing with the SPSS (Statistical Product and Service Solutions) version 25 program which can be seen in the following table:

2) Multiple Linear Regression Analysis

Multiple regression analysis is used to measure two or more variables and also shows the direction of the relationship between the dependent variable and the independent variable. In this study, multiple regression analysis was used to prove the extent of the relationship between the variables of Technology Use (X1), Recruitment Process (X2), and Employee Human Resource Quality (Y). The following are the results of regression processing with the SPSS (Statistical Product and Service Solutions) version 25 program, which can be seen in the following table:

$$Y = 13.888 + 0.485\ X1 + 0.106\ X2 + e$$

The regression equation has the following meaning:

a) b = 13.888 concludes that if the use of technology (X1) and recruitment process (X2) remain the same (do not change), then the consistency value of employee human resource quality (Y) is 13.888

b) b2 = 0.485 concludes that if the use of technology (X1) increases, then the quality of employee human resources (Y) will increase by 0.485 assuming there is no increase (constant) in the value of the recruitment process (X2).

c) b2 = 0.106 concludes that if the recruitment process (X2) increases, then the quality of employee human resources (Y) will increase by 0.106 assuming there is no increase (constant) in the value of technology use (X1)

3) Correlation Coefficient Test

The correlation coefficient analysis is intended to determine the level of strength of the relationship or influence between the independent variables on the dependent variable, both partially and simultaneously.

Table 4.13 Results of the Partial Correlation Coefficient Test for the Technology Use Variable (X1)

Correlations

		Use of technology	Quality of Human Resources Employees
Use of technology	Pearson Correlation	1	,456 **
	Sig. (2-tailed)		,000
	N	80	80
Human Resources Quality	Pearson Correlation	,456 **	1
	Sig. (2-tailed)	,000	
	N	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Results

Based on the results of the partial correlation test in the table above, the correlation coefficient value obtained was 0.456 where this value is in the interval 0.40 - 0.599, meaning that the two variables have a fairly strong level of correlation.

Table 4.14 Results of Partial Correlation Coefficient Test Between Recruitment (X2) and Human Resource Quality (Y)

Correlations

		Recruitment Process	Human Resources Quality
Recruitment	Pearson Correlation	1	,285 *
	Sig. (2-tailed)		,010
	N	80	80
Human Resources Quality	Pearson Correlation	,285 *	1
	Sig. (2-tailed)	,010	
	N	80	80

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Output results version 25

Based on the results of the partial correlation coefficient test in the table above, the correlation coefficient value obtained was 0.285 where this value is in the interval 0.40 - 0.599, meaning that the two variables have a fairly strong level of correlation.

Table 4.15 Results of Simultaneous Correlation Coefficient Tests Between Technology Use (X1) and Recruitment Process (X2) on Human Resource Quality (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,460 [a]	,212	,191	4,924

a. Predictors: (Constant), Recruitment, Use of technology

Source: SPSS version 25 output results

Based on the simultaneous testing results in the table above, it can be seen that the correlation coefficient (R) value is 0.460 or 46%. This indicates that the magnitude of the influence of Human Resource Quality (Y) of 46% which is influenced by the Use of Technology (X1) and the Recruitment Process (X2) is a positive relationship, namely a strong level of relationship with an interval value of 0.40 - 0.599.

4) Analysis of the Coefficient of Determination

The coefficient of determination essentially measures the extent to which a model can explain variations in the dependent variable. The analysis results, calculated using SPSS (Statistical Product and Service Solutions) version 25, are as follows:

Table 4. 8Results of Partial Determination Test Between Technology Use (X1) and Human Resource Quality (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,456 [a]	,208	,198	4,905

a. Predictors: (Constant), Use of technology

Source: SPSS version 25 output results

Based on the table above, the coefficient of determination value is 0.208, so it can be concluded that the variable Use of Technology (X1) has a contribution influence on the variable Quality of Human Resources i (Y) of 20.8%, while the remaining 79.2% is influenced by other factors such as work discipline, compensation and others.

Table 9Results of Partial Determination Test Between Recruitment Process (X2) and Human Resource Quality (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,285 [a]	,081	,069	5,283

a. Predictors: (Constant), Recruitment Process

Source: SPSS version 25 output results

Based on the partial coefficient of determination in the table above, it is 0.081. It can be concluded that the Recruitment Process variable (X2) has an 8.1% contribution to the Human Resource Quality variable (Y), while the remaining 91.9% is influenced by other factors.

Table 10Results of Simultaneous Determination Tests Between Technology Use (X1) and Recruitment Process (X2) on Human Resource Quality (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,460 [a]	,212	,191	4,924

a. Predictors: (Constant), Recruitment Process, Use of Technology

Source: SPSS version 25 output results

Based on the results of the partial determination coefficient value in the table above of 0.212. It can be concluded that the variables of Technology Use (X1) and Recruitment Process (X2) have a contribution influence on the variable of Human Resource Quality of employees (Y) of 21.2% while the remaining 78.8% is influenced by other factors such as work discipline, compensation and others.

4.6 Hypothesis Testing

1. Partial Hypothesis Test (t-Test)

The t-test or partial testing is used to determine whether the variables of Technology Use (X1) and Recruitment Process (X2) have an effect on the Human Resource Quality variable (Y) partially or separately. The significance in this study used 5% (0.05) by comparing the calculated t with the t table with the following criteria:

a) If t count > t table, then H0 is rejected and H1 is accepted
b) If t count < t table, then H0 is accepted and H1 is rejected. The value of the t table is found using the following formula:
t table= tα.df (Alpha Level x Degree of Freedom
α = real rate 5%
df = (nk-1), then we get (80-2-1) = 77
t table = 1.665

The results of the hypothesis testing above were calculated using the SPSS (*Statistical Product and Service Solutions*) version 25 program as follows:

Table 11Results of the t-Test of the Variable of Technology Use (X1) on the

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15,986	4,654		3,435	,001
	Use of technology	,527	,117	,456	4,525	,000

a. Dependent Variable: Human Resource Quality

Quality of Employee Human Resources (Y)

Source: SPSS version 25 output results

From the results of the table above, it can be explained that based on the criteria in the partial hypothesis test, it can be concluded that the calculated t value is 4.525 > t table 1.665 or the Sig value is 0.00 < 0.05, so H01 is rejected and Ha1 is accepted, meaning that there is a positive and significant influence between the use of technology (X1) on the quality of human resources (Y).

Table 12Results of the t-Test of the Recruitment Process Variable (X2) on Human Resource Quality (Y)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	22,100	5,666		3,900	,000
	Recruitment	,412	,157	,285	2,626	,010

a. Dependent Variable: Human Resource Quality

Source: SPSS version 25 output results

From the table above, it can be explained that based on the criteria in the partial hypothesis test, it can be concluded that the calculated t value is 2.626 > t table 1.655 or the Sig value is 0.000 < 0.05, so H0 is rejected and Ha1 is accepted, meaning that there is a positive and significant influence between the Recruitment Process (X2) on HR Quality (Y).

2. Simultaneous Hypothesis Test (F Test)

Simultaneous hypothesis testing is intended to determine the effect of the use of technology (X1) and the recruitment process (X2) on the quality of employee human resources (Y). A statistical F test (Simultaneous Test) can be used. The significance level in this study is 5% (0.05) and can be compared with the calculated F table with the following criteria:

a) If F count < F table, then H0 is accepted and H1 is rejected.
b) If F count > F table, then H0 is rejected and H1 is accepted.
c) The size of the F table is sought using the following conditions: (nk-1), then we get (80-2-1) = 77, so that the F table = 3.12
d) The formulation of the hypothesis is as follows:
   H0 = There is no influence between the use of technology and the recruitment process together on the quality of human resources.
   H1 = There is an influence between the use of technology and the recruitment process together on the quality of human resources.

The results of the hypothesis testing above were calculated using SPSS (*Statistical Product and Service Solutions*) version 25 as follows:

Table 4. 13Results of Simultaneous Hypothesis Testing (F Test) Between the Variables of Technology Use (X1) and Recruitment Process (X2) on the Quality of Employee Human Resources (Y)

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	502,060	2	251,030	10,352	,000 [b]
	Residual	1867,140	77	24,249		
	Total	2369,200	79			

a. Dependent Variable: Human Resource Quality

b. Predictors: (Constant), Recruitment Process, Use of Technology

Source: SPSS version 25 output results

From the results of the F test, the calculated F value> F table, namely 10.352> 3.12 and the Sig value of 0.000 <0.05, so H0 is rejected and Ha is

accepted, meaning that there is a positive and significant influence between the Use of Technology (X1) and the Recruitment Process (X2) on the Quality of Human Resources (Y) at the BPK RI Service in Jakarta.

DISCUSSION OF RESEARCH RESULTS

Based on the results of the hypothesis testing carried out, the following conclusions were obtained:

4.7.1 Descriptive Analysis Results

The condition or criteria of the object being studied based on the variable of technology use (X1)

In the conditions or criteria of the objects studied based on the variable of Technology Use (X1) showed quite significant results in this study. Based on data analysis, it can be seen that the average score of respondents' answers for the variable of Technology Use (X1) was 3.97, which is classified as Good. This indicates that the application of technology carried out by the BPK RI is considered quite adequate by employees, and has a positive impact on the quality of existing human resources (HR). This good assessment reveals that the technology applied is able to support employee performance, increase efficiency, and simplify work processes, which ultimately has an impact on increasing employee competence and productivity.

4.7.2 The condition or criteria of the object being studied based on the Recruitment Process variable (X2)

The research results show that the Recruitment Process variable (X2) has an average score of 3.60, which is included in the GOOD category. This indicates that the recruitment process at the BPK RI is considered quite effective by respondents. In addition, the recruitment process is proven to have a positive and significant influence on the quality of employee human resources. Thus, the hypothesis stating that the Recruitment Process influences the quality of human resources can be accepted .

4.7.3 The condition or criteria of the object being studied based on the Human Resources Quality variable (Y)

The results of the study indicate that the Human Resources (HR) Quality variable of Employees (Y) obtained an average score of 3.70, which is classified as GOOD based on the assessment scale criteria used. This indicates that the respondents, who are employees of the BPK RI, assess the quality of HR in their work environment to be at a fairly adequate level. This assessment reflects that BPK RI employees have good competence, a positive work attitude, and the ability to carry out their duties and responsibilities professionally.

Furthermore, the analysis results indicate that the Human Resources Quality variable is not only at a good level perceptually, but also has a positive and significant influence on the organization's overall success. This is proven through hypothesis testing, which shows a strong relationship between the variables studied, thus the hypothesis proposed in the study can be accepted. Thus, it can be concluded that efforts to improve human resources quality at the BPK RI have shown quite effective results, although there remains room for improvement in certain aspects that are still considered less than optimal.

CONCLUSION AND SUGGESTIONS

5.1 Conclusion

Based on the results of research and discussion regarding the influence of the Use of Technology and Recruitment Processes on the Quality of Human Resources (HR) of employees at the BPK RI Jakarta, the following conclusions can be drawn:

1. The Effect of Technology Use on the Quality of Employee Human Resources (X1 to Y):
   The Use of Technology (X1) is proven to have a positive and significant effect on the Quality of Employee Human Resources (Y). This is proven through the results of statistical tests using the SPSS version 25 program which shows a calculated t value of 3.117 which is greater than the t table of 1.665, and a significance value of 0.000 <0.05 . The value of the Determination Coefficient (R^2) is 0.153, which means that the Use of Technology explains the influence on the Quality of Human Resources by 30.7%, while the remaining 60.3% is influenced by other factors outside this research model.
2. The Influence of the Recruitment Process on the Quality of Employee Human Resources (X2 to Y):
   The Recruitment Process (X2) also shows a positive and significant influence on the Quality of Employee Human Resources (Y). The results of the analysis show a calculated t value of 2.154 > t table 1.665 , with a significance level of 0.000 < 0.05. The resulting Determination Coefficient (R^2) value is 0.072, which indicates that the Recruitment Process variable influences the Quality of Employee Human Resources by 7.2%, while the remaining 92.8% is influenced by other variables not examined in this study.
3. The Simultaneous Effect of Technology Use and Recruitment Process on Human Resource Quality (X1 & X2 to Y):
   Simultaneously, the Use of Technology (X1) and the Recruitment Process (X2) have a positive and significant effect on Human Resource Quality (Y). This is shown from the results of the F test, where the calculated F of 11.442 is greater than the F table of 4.27, with a significance value of 0.000 < 0.05 . The value of the Determination Coefficient (R^2) obtained is 0.442, indicating that the two independent variables together influence Human Resource Quality by 41.2%, while the other 58.8% is explained by other variables outside the model.

5.2 Suggestion

Based on the discussion and conclusions that have been put forward, the researcher provides several suggestions that are expected to be input for related agencies, especially in efforts to improve the quality of Human Resources (HR) through the use of technology and recruitment processes:

1. Use of Technology
   Although the overall use of technology within the Indonesian Audit Board (BPK RI) has been assessed as quite good, several indicators still show suboptimal results, with an average score of 3.97. Therefore, it is recommended that leaders pay more attention to meeting individual employee needs in terms of technology utilization, particularly in aspects of self-development and potential. Meeting these needs will impact employee job satisfaction, enthusiasm, and motivation to carry out their duties optimally.
2. Recruitment Process

The recruitment process showed an average score of 3.60, with the Administrative Requirements indicator deemed inadequate. This reflects the discomfort employees experience when applying for jobs, which can impact *turnover* . Therefore, management is expected to immediately evaluate and improve the administrative process.

3. Human Resources Quality
   The quality of human resources at the Indonesian Audit Board (BPK RI) also requires further attention. Although the average score of 3.70 is considered good, weaknesses remain. Therefore, improving human resource quality requires support through the strengthening of appropriate technology use, as well as regular coaching and direction from leadership. Supportive rewards and appropriate technology utilization will make employees feel more comfortable and qualified in carrying out their duties, thus significantly improving performance .

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