



Determining Selection Criteria for Prospective Census and Survey Enumerators at BPS Kutai Kartanegara Regency

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ABSTRACT

The selection of census and survey enumerators plays a crucial role in ensuring the quality of statistical data produced by Statistics Indonesia (BPS). However, at BPS Kutai Kartanegara Regency, the recruitment process for field enumerators remains administrative and lacks measurable and systematic criteria. The number of accepted enumerators is also disproportionate to actual needs. In 2024, out of 992 applicants, 784 were accepted, but only around 112 individuals (15%) were involved in field activities throughout the year. The unclear selection and assignment criteria creates an impression of subjectivity, resource inefficiency, and potential decline in public trust toward the recruitment process. This study aims to identify, analyze, and prioritize the selection criteria for census and survey enumerators to strengthen the recruitment governance. The Analytical Hierarchy Process (AHP) was employed, as it allows systematic weighting of various criteria through expert judgment and enables objective quantification of qualitative aspects. A total of 21 expert respondents were purposively selected based on their experience in recruitment and field implementation. Although limited in number, this approach emphasizes expertise validity and logical consistency ($CR \leq 0.1$) over statistical representativeness. The main criteria were analyzed, namely: field experience, basic competence, digital literacy, commitment and integrity, as well as attitude and work ethics. The results show that attitude and work ethics, along with commitment and integrity, hold the highest weights of importance. This study offers an evidence-based analytical framework that can be replicated to improve recruitment governance for census and survey enumerators at the local/regional level.

ABSTRAK

Pemilihan petugas sensus dan survei memegang peran krusial dalam menjamin kualitas data statistik yang dihasilkan oleh Badan Pusat Statistik (BPS). Namun, di BPS Kabupaten Kutai Kartanegara, proses seleksi mitra lapangan masih bersifat

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administratif dan belum berbasis pada kriteria yang terukur serta sistematis. Jumlah petugas yang diterima juga tidak proporsional dengan kebutuhan. Pada tahun 2024, dari 992 pendaftar, 784 orang dinyatakan diterima, tetapi hanya sekitar 112 orang (15%) yang benar-benar terlibat dalam kegiatan lapangan sepanjang tahun. Ketidaktepatan jumlah dan ketidakjelasan kriteria seleksi serta penugasan menimbulkan kesan subjektivitas, ketidakefisienan sumber daya, dan potensi menurunnya kepercayaan publik terhadap proses rekrutmen. Penelitian ini bertujuan untuk mengidentifikasi, menganalisis, dan memprioritaskan kriteria seleksi petugas sensus dan survei guna memperkuat tata kelola rekrutmen petugas sensus/survei. Analytical Hierarchy Process (AHP) digunakan karena mampu menimbang berbagai kriteria secara sistematis melalui penilaian ahli dan mengkuantifikasi aspek kualitatif secara objektif. Sebanyak 21 responden ahli dipilih secara purposif berdasarkan pengalaman mereka dalam proses rekrutmen dan pelaksanaan kegiatan lapangan. Walaupun jumlahnya terbatas, pendekatan ini menekankan validitas keahlian dan konsistensi logis ($CR \leq 0,1$) daripada representativitas statistik. Kriteria utama yang dianalisis meliputi: pengalaman lapangan, kompetensi dasar, literasi digital, komitmen dan integritas, serta sikap dan etika kerja. Hasil analisis menunjukkan bahwa sikap dan etika kerja serta komitmen dan integritas memiliki bobot kepentingan tertinggi dalam penilaian. Penelitian ini berkontribusi dengan menawarkan kerangka seleksi berbasis bukti dan analitis yang dapat direplikasi untuk memperkuat tata kelola rekrutmen petugas sensus/survei di daerah.

A. INTRODUCTION

The quality of statistical data serves as a fundamental foundation for evidence-based national development planning and evaluation. Accurate statistical data are crucial across various sectors, including government, business, and academic research (Boz, 2025; Situmorang & Huda, 2024). In Indonesia, reliable statistical data are prerequisites for efficient, transparent, and equitable public decision-making. Sound statistical governance depends not only on systems and technology but also on the effective management of human resources responsible for field data collection.

At the institutional level, the Central Bureau of Statistics (Badan Pusat Statistik/BPS) plays a strategic role as the official provider of national data. Its effectiveness depends largely on how human resources, particularly enumerators, are managed. Enumerators are non-civil servant personnel recruited on a contractual basis to conduct census and survey activities. They ensure the quality, accuracy, and validity of collected data. Therefore, the recruitment and selection process constitutes a critical part of human resource governance in statistics and must be measurable and systematic.

In practice, enumerator recruitment still faces several challenges. At BPS Kutai Kartanegara, the selection process remains largely administrative and lacks objective, measurable criteria. The mismatch between the number of recruited enumerators and actual field needs, coupled with unclear assignment criteria, creates perceptions of subjectivity and inefficiency. In 2024, out of 992 applicants, 784 were accepted, yet only about 112 individuals (15%) were actively involved in field activities throughout the year. This indicates dysfunction in recruitment governance, potentially undermining organizational effectiveness and public trust.

These challenges are compounded by the growing reliance on enumerators due to limited civil servant formations. Without clear, measurable selection criteria, inequalities, low motivation, and inconsistent work quality may arise. A competency-based recruitment approach is therefore crucial to maintain data quality amid increasing statistical demands.

BPS Kutai Kartanegara covers a vast and heterogeneous territory, including areas within the Nusantara Capital City (IKN) zone. The region can be divided into three zones: Upper,

Central, and Coastal. Differences in education, access to information, and field experience affect the availability and quality of prospective enumerators. Recruitment and training strategies must therefore account for local conditions to ensure data quality is maintained.

Previous studies have examined enumerator recruitment in other regions (Anggraini et al., 2024; Apriadi & Alfianini, 2022; Firmansyah, 2019; Zulkifli & Zulkarnaini, 2023). While informative, these studies either focused on specific regions or methods and did not systematically evaluate prioritization of selection criteria in the local context of Kutai Kartanegara. This study addresses this gap using the Analytical Hierarchy Process (AHP) to systematically identify and prioritize selection criteria.

From a public HR governance perspective, enumerator recruitment reflects an organization's ability to implement merit, efficiency, and accountability principles. The AHP method is suitable as it allows systematic weighting of various criteria through expert assessment while quantifying qualitative aspects objectively. This study aims to develop an evidence-based framework for identifying, analyzing, and prioritizing selection criteria, enhancing transparency and effectiveness in regional enumerator recruitment.

B. LITERATURE REVIEW

Public Sector Human Resource Management

Human Resource Management (HRM) is an integrated approach to managing an organization's workforce to ensure optimal contribution toward achieving institutional goals (Yadav & Lenka, 2020). HRM encompasses several key functions, including recruitment, training, development, and employee performance appraisal. In the context of the public sector, HRM not only focuses on enhancing individual performance but also plays a vital role in strengthening the quality of public services and building public trust in institutions (Boselie et al., 2021; Dobos & Belényesi, 2022; Yahiaoui et al., 2015). Furthermore, studies on public service motivation indicate that individual behavior in public sector organizations is significantly influenced by the level of organizational commitment. These findings suggest that public service organizations must be prepared to adapt and continuously improve the quality of their human resource management (Royhan, 2025).

One of the main functions of HRM is the recruitment and selection process, which aims to obtain individuals with abilities, experience, and characteristics that align with job requirements (Potočnik et al., 2021; Rivai Zainal, 2018). Ensuring an effective and objective selection process requires establishing clear, measurable, and job-relevant criteria. The principles of meritocracy and a merit system are highly relevant in the public sector context, as they emphasize objectivity, transparency, and fairness in the selection process of both employees and enumerators (Kolvani & Nistotskaya, 2025; Sp & Pancaningsih, 2025).

In the context of the Central Bureau of Statistics (Badan Pusat Statistik/BPS), the application of merit principles in the recruitment process of enumerators is crucial. As the main executors of census and survey activities, enumerators are required to possess competencies, integrity, and technical abilities that align with the characteristics of fieldwork. Therefore, establishing objective and measurable selection criteria is a strategic step to ensure that selected individuals can perform their duties professionally, accurately, and responsibly.

The Concept of Recruitment and Selection

Recruitment and selection are essential stages in human resource management that serve to ensure the availability of a workforce aligned with organizational needs. Recruitment aims to attract a pool of potential applicants, while selection focuses on the screening process to identify individuals who best meet the job requirements (Barokah & Gunawan, 2023; Ye, 2022). These two processes are interrelated and form the foundation for organizations to

acquire human resources who are competent, have integrity, and are committed to achieving organizational goals (Firmansyah, 2019).

In the context of public organizations, recruitment and selection are not only intended to meet workforce needs but also represent the implementation of good governance principles through transparent, objective, and accountable systems (Dewi et al., 2023; Oliveira et al., 2024). The process should be based on clear and job-relevant criteria to ensure that selected personnel can perform their duties professionally and in accordance with public service values.

Furthermore, the effectiveness of the recruitment and selection process largely depends on the organization's ability to design selection instruments and mechanisms aligned with field requirements (Dineen et al., 2023). In this regard, public institutions such as the Central Bureau of Statistics (Badan Pusat Statistik/BPS) need to develop a competency-based selection system, considering that enumerators directly interact with the community and play a crucial role in ensuring the quality of the data produced.

At the regional level, particularly within BPS Kutai Kartanegara Regency, the implementation of an objective and criteria-based selection system is essential to ensure that prospective enumerators possess the necessary technical skills, integrity, and work ethics required for field statistical activities. Thus, a comprehensive understanding of the concepts of recruitment and selection serves as an important foundation for formulating the selection criteria of enumerator candidates at BPS Kutai Kartanegara Regency.

Selection Criteria for Prospective Enumerators at BPS Kutai Kartanegara Regency

In the Competency-Based Human Resource Management (CBHRM) approach, the recruitment and selection process is directed toward identifying competencies that are relevant to task performance, rather than merely fulfilling administrative requirements. CBHRM emphasizes the importance of balancing technical competence, behavioral competence, and ethical competence to ensure that individual performance aligns with the values and objectives of the organization (Kodi et al., 2019; Yadav & Lenka, 2020). This approach also reinforces the application of the merit system in public sector organizations by ensuring that the selection of personnel is based on capability and integrity rather than subjective factors (Idrus et al., 2024; Vandy, 2023).

Aligned with the CBHRM framework, the theories of Person–Job Fit (P–J Fit) and Person–Organization Fit (P–O Fit) provide a conceptual foundation for understanding the relationship between individual characteristics and the work environment. P–J Fit emphasizes the alignment between an individual's abilities and the demands of the job (Woerkom et al., 2024), while P–O Fit focuses on the congruence between an individual's values and culture and those of the organization (Kristof-brown et al., 2023).

These three approaches complement one another: CBHRM provides a strategic competency-based framework, while P–J Fit and P–O Fit offer operational explanations of the alignment between individuals and their jobs as well as the broader organization.

In the context of the Central Bureau of Statistics (BPS), particularly BPS Kutai Kartanegara, the application of these three theoretical frameworks is essential to ensure that prospective enumerators possess not only technical competencies but also the values, attitudes, and integrity aligned with the characteristics of a data-driven public institution. Based on the synthesis of the literature and institutional practices, five key criteria emerge in the selection of prospective enumerators, reflecting the integration of CBHRM principles and individual–organization fit theories: field experience, basic competencies, digital literacy skills, commitment and integrity, and work attitude and ethics.

(1) Field Experience: The Dimensions of Human Capital and Person–Job Fit

Within the CBHRM framework, work experience serves as a key indicator of technical competence developed through learning processes and hands-on practice (Lišková & Tomšík, 2013). In line with Human Capital Theory, field experience represents the accumulation of knowledge, skills, and adaptive capabilities (Putri & Sumartik, 2022). In the context of enumerator recruitment, field experience reflects an individual's readiness to face real working conditions and their ability to adapt to diverse social and geographical environments. Person–Job Fit Theory highlights that the alignment between an individual's experience and the demands of the job is a crucial determinant of work effectiveness (Idrus et al., 2024). At BPS, field experience is an important indicator of an enumerator's adaptive capacity in conducting surveys and censuses, particularly when operating digital applications such as CAPI and establishing effective communication with respondents across various regions.

(2) Basic Competencies: The Core of CBHRM and an Indicator of Person–Job Fit

CBHRM emphasizes the assessment of abilities that are directly relevant to organizational tasks, including communication skills, analytical capacity, and understanding of work instruments (Nayebpour & Sehhat, 2023; Septiadi & Ramdani, 2024). Basic competencies reflect the alignment between an individual's capabilities and the requirements of statistical work, representing a direct application of P–J Fit Theory. Within a competency-based selection system, BPS can objectively assess prospective enumerators and ensure that those selected possess the technical abilities necessary to support data accuracy and professional work conduct.

(3) Digital Literacy Skills: An Emerging Competency within the CBHRM Framework

Digital transformation in the public sector requires a workforce with a high level of digital literacy (Idrus et al., 2024; Papers & No, 2021). Digital literacy is now recognized as a new core competency in response to shifting work processes brought about by digitalization. In modern statistical operations, this competency is directly linked to the accuracy and efficiency of data collection. Enumerators with strong digital literacy skills are able to operate CAPI devices, interpret digital maps, and troubleshoot technical issues in the field (UNESCO Institute for Statistics, 2018). From a P–J Fit perspective, digital literacy reflects the alignment between individual skills and the technological demands of the job, making it a critical factor in the successful implementation of statistical activities at BPS Kutai Kartanegara.

(4) Commitment and Integrity: Reflections of Person–Organization Fit and Ethical Competence

CBHRM assesses not only technical competencies but also emphasizes ethics and moral values as integral components of behavioral competence. In this regard, Person–Organization Fit Theory highlights that the alignment between individual values and organizational values is a key factor influencing loyalty and sustained performance (Kristof-brown et al., 2023). Commitment and integrity represent the congruence between the personal values of prospective enumerators and the ethical principles of public service. These values form the foundation for BPS in maintaining accuracy, confidentiality, and honesty in data management. Enumerators with strong integrity are better equipped to uphold public trust in statistical outputs and support the implementation of good governance principles in public service delivery.

(5) Work Attitude and Ethics: Manifestations of Behavioral Competence and P–O Fit

Work attitude and ethics represent behavioral dimensions that influence interpersonal relationships within an organization. Within the CBHRM framework, these aspects fall under behavioral competence, which includes the ability to demonstrate positive behaviors such as cooperation, responsibility, and adherence to organizational rules (Sedarmayanti, 2018; Valentine et al., 2011). Based on Organizational Citizenship Behavior (OCB) theory, such prosocial behaviors contribute significantly to organizational effectiveness (Zabel & Baltes, 2015). Consistent with P–O Fit Theory, work attitude and ethics reflect the alignment between individual values and the organizational culture of BPS, which emphasizes professionalism,

integrity, and public accountability. Thus, work attitude and ethics serve as manifestations of the integration between behavioral competence in CBHRM and individual–organization value congruence in P–O Fit.

These five criteria form a competency structure that reflects the integration of CBHRM (core competencies), P–J Fit (alignment between individual abilities and job requirements), and P–O Fit (congruence between individual values and organizational culture). The integration of these three frameworks enables the selection process for enumerators to be conducted more objectively and professionally, while remaining aligned with the merit system principles in public sector human resource management.

Analytical Hierarchy Process (AHP) as a Competency-Based Decision-Making Approach

In this study, the Analytical Hierarchy Process (AHP) is employed to operationalize the CBHRM concept through hierarchical and rational weighting of criteria. AHP enables more transparent and objective decision-making by incorporating both qualitative and quantitative criteria. This approach aligns with the principles of evidence-based HRM, wherein strategic human resource decisions are grounded in systematic and data-driven analysis. Through AHP, the five selection criteria for prospective enumerators can be compared and prioritized in a measurable manner. This approach produces recommendations that are both scientifically and administratively accountable for the recruitment process at BPS Kutai Kartanegara.

Several previous studies have highlighted the implementation of enumerator recruitment at the Central Bureau of Statistics (Badan Pusat Statistik/BPS) (Anggraini et al., 2024; Firmansyah, 2019) found that the recruitment process of enumerators still faces challenges in terms of objectivity, consistency across regions, and efficiency in implementation time.

Other studies have shown that the Analytical Hierarchy Process (AHP) method can be utilized as a decision-support tool in recruitment decision-making (Balcioglu & Artar, 2024; Siregar et al., 2020) demonstrated that AHP helps organizations systematically assess and weight criteria, making the selection process more measurable, transparent, and accountable.

In addition, research integrating AHP with the CBHRM framework (Chao et al., 2017; Sarangi et al., 2025) revealed that competency-based workforce selection enhances the alignment between individual characteristics and organizational demands. These findings affirm the relevance of applying AHP in the context of enumerator selection within BPS, particularly to ensure that the recruitment process is conducted objectively and in accordance with the merit system principles in the public sector.

C. METHOD

This study is a quantitative research employing the Analytical Hierarchy Process (AHP) method to assess and weight criteria in the selection of prospective enumerators at BPS Kutai Kartanegara Regency. A descriptive approach is additionally used to illustrate the phenomenon of enumerator recruitment in the field. AHP was developed by Thomas L. Saaty in 1980 and is a multi-criteria decision-making method that allows pairwise comparisons between criteria to determine their relative priority weights. Epistemologically, AHP is rooted in rational decision theory, which assumes that decision-makers are able to consistently rank their preferences among alternative options.

The AHP method was chosen because it can analyze complex problems through a systematic hierarchical structure and quantify the subjective perceptions of decision-makers (Pinto-delacadena & Liern, 2024). Compared to other multi-criteria methods, such as TOPSIS or ELECTRE, AHP is more suitable for this context as it allows pairwise comparisons between criteria and provides a measure of logical consistency through the Consistency Ratio (CR). Although Fuzzy AHP can be used to handle perceptual uncertainty, this study involved expert

respondents with sufficient experience to provide consistent quantitative assessments. Furthermore, AHP does not require a strict minimum sample size; various studies in the literature typically involve four to fifteen decision-makers (Rudawska et al., 2023; Unver & Ergenc, 2021).

This study was conducted within the environment of BPS Kutai Kartanegara Regency, East Kalimantan Province. The research was carried out from January to April 2025. Prior to the collection of primary data through questionnaires, a document analysis was conducted on the enumerators recruitment processes carried out by BPS Kutai Kartanegara in 2023 and 2024 to identify selection criteria, particularly those that are subjective or require professional judgment and do not yet have explicit weighting. Absolute selection criteria, such as domicile, age limits, and ownership of administrative documents, were not included in the AHP analysis because they do not require relative weighting.

The identified criteria were then operationally defined so that they could be assessed quantitatively. For example, the criterion “Basic Competence” was broken down into test scores, understanding of instructions, and arithmetic ability; the criterion “Field Experience” was detailed into length of involvement at BPS, participation in non-BPS census or survey activities, and data collection experience. Each criterion was further divided into indicators that could be compared with one another through a pairwise comparison matrix on a scale from 1 to 9, allowing respondents’ subjective perceptions to be converted into representative numerical weights. This approach enables qualitative criteria from documents and recruitment practices in the field to be translated into valid quantitative inputs for AHP analysis.

Primary data were collected through the distribution of pairwise comparison matrix questionnaires to purposively selected expert respondents. The criteria for selecting respondents included: (1) having experience in recruiting census or survey officers within BPS; (2) having been actively involved in field statistical activities for at least three years; and (3) understanding the characteristics and dynamics of enumerators at the regional level. Respondent selection was limited to BPS Kutai Kartanegara. Gathering opinions directly from the partners themselves was not feasible, and consulting BPS offices in other regions posed a risk of bias due to differences in social and cultural characteristics and regional structures. Thus, local respondents were considered representative for evaluating the selection criteria weights. A total of 21 respondents participated in this study. To minimize bias due to respondent homogeneity, only data from respondents with a $CR \leq 0.1$ were used in the analysis. This tolerance threshold was set to ensure the logical validity and reliability of the weighting among criteria.

In addition to primary data, this study also utilized secondary data obtained from official BPS recruitment documents and relevant scholarly literature as the basis for structuring the hierarchy and validating the AHP results. This approach ensures that the criterion weights can be considered reliable and methodologically justifiable.

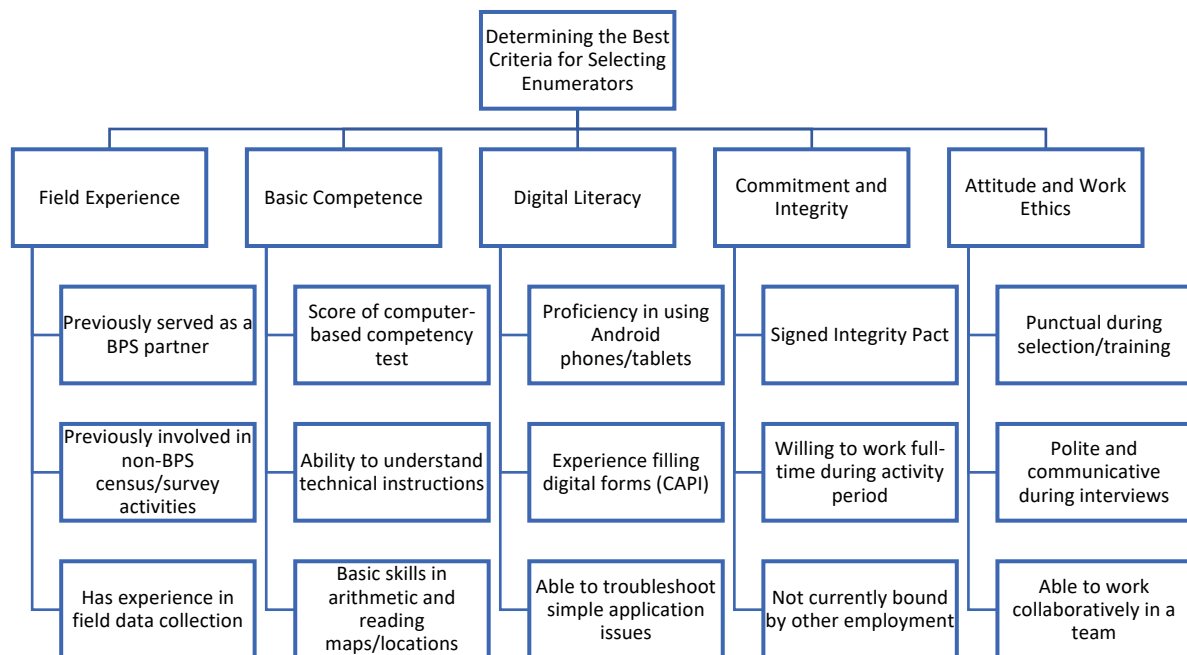
The initial step in applying the Analytical Hierarchy Process (AHP) is constructing the decision hierarchy. This hierarchy is systematically developed to represent the problem of selecting prospective enumerators in a multi-level structure, starting from the main objective down to the relevant criteria and subcriteria. The hierarchical structure in this study consists of three main levels, namely:

- A. Level 1 (Goal): Identifying the priority criteria for selecting prospective enumerators at BPS Kutai Kartanegara.
- B. Level 2 (Criteria): Field Experience, Basic Competence, Digital Literacy Skills, Commitment and Integrity, as well as Work Attitude and Ethics.
- C. Level 3 (Subcriteria):

- a. *Field Experience*: duration of involvement at BPS, participation in non-BPS censuses/surveys, and experience in data collection.
- b. *Basic Competence*: test scores, understanding of instructions, and numeracy skills.
- c. *(Other subcriteria are described according to the needs of the study)*.

This hierarchical structure illustrates the relationship between the main objective and the determining factors that are compared pairwise by expert respondents. The hierarchy is also visualized in Figure 1.

Figure 1. Hierarchical Structure for Assessing the Selection Criteria of Prospective Enumerators



Source: processed by the researcher (2025)

The main instrument for collecting primary data was a pairwise comparison questionnaire using an intensity scale from 1 to 9, as developed by Saaty (1980). Respondents assessed each pair of criteria based on their relative importance to the objective of selecting enumerators. The scale reflects varying levels of preference, ranging from 1 (equally important) to 9 (extremely important), which are then converted into a comparison matrix as the basis for calculating priority weights.

The analytical steps in the AHP method used in this study included five main stages: (1) constructing a decision hierarchy consisting of three levels, namely the main research objective, the main criteria, and subcriteria (if any); (2) developing pairwise comparison matrices; (3) calculating priority weights or eigenvectors through matrix normalization; (4) computing the Consistency Ratio (CR) to assess the logical consistency of respondents' judgments, with a tolerance threshold of $CR \leq 0.1$; and (5) interpreting the weighting results to determine the priority ranking of criteria and formulate evidence-based policy recommendations.

The entire analysis process was conducted using Microsoft Excel, supported by specialized AHP software such as AHPCalc to facilitate calculation and result validation. The use of these tools enabled more systematic data processing with minimal errors, while ensuring that the results obtained were measurable, transparent, and methodologically accountable.

D. RESULT AND DISCUSSION

Analysis of Criteria Priorities and Scope Limitations

Findings from the Analytical Hierarchy Process (AHP) reveal a clear prioritization structure in the selection criteria for prospective enumerators within BPS. Overall, non-technical criteria emphasizing behavioral aspects, ethics, and integrity dominate the decision-making process among supervisors.

Within the CBHRM framework, selection criteria typically emphasize Person–Job Fit (P–J Fit), referring to the match between an individual's skills, knowledge, and technical abilities (Basic Competence, Digital Literacy) and the specific demands of fieldwork. However, the AHP results indicate a significant dominance of criteria more closely aligned with Person–Organization Fit (P–O Fit).

The two highest-ranked criteria, Work Attitude and Ethics (32.0%) and Commitment and Integrity (29.2%) collectively account for more than 60% of the total priority weight. This dominance of P–O Fit may be interpreted as a reflection of managerial preferences favoring organizational values considered essential for maintaining data reliability in the field. These findings illustrate the operational orientation of BPS toward ensuring alignment with organizational values, discipline, and work ethic, enabling enumerators to adapt to a work culture that demands physical endurance, mental resilience, honesty, and teamwork—rather than relying solely on technical ability (P–J Fit).

This phenomenon is consistent with the literature, which suggests that in organizations requiring fieldwork or employing freelance workers, trust and compliance are often prioritized over technical capability alone (Ehlers, 2020).

It should be noted that these findings are based on a limited sample of 21 respondents from a single local BPS office. Therefore, generalizing the results toward a nationwide “behavior-oriented recruitment approach” should be done cautiously. Nevertheless, the results provide important empirical insights into how recruitment preferences at the operational level may influence the consistency of CBHRM implementation in public institutions.

Micro-Level Synthesis: Drivers Behind Criteria Dominance

The dominance of behavioral criteria is driven by specific operational needs revealed through the subcriteria analysis:

- (1) Work Attitude and Ethics: The weight of this criterion is largely influenced by the subcriterion “*Ability to work collaboratively within a team*” (44.8% of the total criterion weight). This underscores that the primary concern of supervisors is ensuring logistical smoothness and effective field implementation, where the success of surveys heavily depends on collaboration, coordination, and collective problem-solving among enumerators and supervisors. The emphasis on teamwork represents a crucial P–O Fit dimension necessary for collective success.
- (2) Field Experience: Although ranked third overall (14.5%), the subcriterion “*Previous experience as a BPS enumerator*” (55.7% of the total criterion weight) receives the highest weight within its group. This reflects a strong preference for onboarding efficiency and risk minimization—practical considerations that support both P–J Fit (since the enumerator already understands technical procedures) and P–O Fit (as their work ethic has already been tested).

Critical Analysis, Contradictions, and Governance Implications

This discussion also requires a critical exploration of criteria with lower weights, as these may reveal potential anomalies or governance weaknesses:

(1) Digital Literacy Anomaly (Weakness in P–J Fit)

Digital Literacy ranks fifth (weight 11.6%). This finding presents a potentially serious contradiction to P–J Fit expectations in the context of modern statistical reform. Given that most BPS censuses and surveys have transitioned to CAPI (Computer-Assisted Personal Interviewing), the low weight assigned to this criterion signals a weakness in emphasizing P–J Fit. This may indicate:

- Assumption of Basic Competence: Supervisors may assume that basic digital literacy is already possessed by applicants and can be compensated through short training sessions.
- Governance Risks: The low weight may also critically reflect informal resistance or limited digital capacity among supervisors themselves, who tend to emphasize traditional, easily observable criteria (P–O Fit) rather than rapidly evolving technological skills (P–J Fit). If generalized to the national context, the low prioritization of Digital Literacy could create a *capability gap* that hampers BPS's digital transformation agenda, negatively affecting data collection efficiency and the consistency of national statistical quality.

(2) Weaknesses in CBHRM Implementation

The dominance of behavioral criteria (P–O Fit) combined with the low weight assigned to technical criteria (Basic Competence and Digital Literacy) indicates that the implementation of CBHRM at BPS Kutai Kartanegara is currently selective and unbalanced. The recruitment system tends to emphasize P–O Fit as a risk-avoidance strategy, but has not fully integrated P–J Fit, which is essential for operational effectiveness. This tendency may weaken the long-term effectiveness of CBHRM implementation, which ideally requires a balance between behavioral and technical competencies (Septiadi & Ramdani, 2024).

Policy Implications and Recommendations

The weighting results empirically reveal challenges in the full implementation of Competency-Based Human Resource Management (CBHRM) within BPS, where excessive emphasis on P–O Fit (behavioral attributes) risks overshadowing P–J Fit (skills), which are essential for digital transformation and technical performance.

Therefore, policy implications should focus on rebalancing the criteria weights and improving measurement validity in accordance with CBHRM principles, particularly by strengthening the P–J Fit dimension:

(1) Revising Minimum Weights for P–J Fit Criteria

BPS management is advised to establish higher minimum weights for P–J Fit criteria such as Basic Competence and Digital Literacy. This measure would enhance workforce readiness for technology-driven statistical programs and reduce future competency gaps.

(2) Improving the Validity of Behavioral Competency Assessment

The measurement of behavioral criteria (P–O Fit) should be strengthened through instruments such as Situational Judgment Tests (SJT) or structured competency-based interviews. These approaches help minimize subjective bias and ensure objectivity in the selection process.

(3) Strengthening the Scientific Basis of the Analysis

To enhance academic credibility, future studies should refer to contemporary empirical and conceptual literature on CBHRM implementation and competency-based selection in the public sector. This is essential to ensure that the conceptual analysis does not rely solely on classical descriptive sources but is also aligned with recent research findings.

Synthesis Summary

Overall, this study confirms that the preference for P–O Fit reflects a risk-mitigation strategy in the recruitment of statistical enumerators in the field. However, achieving a stronger balance between P–O Fit and P–J Fit is necessary to support recruitment governance that is both effective and adaptable to the demands of digitalization. Accordingly, these local findings provide an empirical basis for refining competency-based recruitment policies within BPS and similar public-sector institutions.

E. CONCLUSION

This study concludes that the selection process for census/survey candidates at BPS Kutai Kartanegara is fundamentally driven by behavioral and commitment-related criteria, rather than solely by technical considerations. The analysis using the Analytical Hierarchy Process (AHP) consistently prioritizes Attitude and Work Ethics (32.0%) and Commitment and Integrity (29.2%) as the primary determining factors. These findings align with the principles of Competency-Based Human Resource Management (CBHRM), which emphasize that success in a temporary public-sector work environment relies on a combination of technical and non-technical competencies, with behavioral dimensions serving as the strongest predictors of work reliability.

Technical criteria such as Basic Competence and Digital Literacy hold relatively lower weights, indicating that technical abilities are considered more easily developed through short-term training, whereas behavioral values and integrity are more difficult to cultivate and are therefore more critical for field effectiveness.

The dominance of behavioral attributes reflects the structural and cultural characteristics of the local BPS bureaucracy, which places moral reliability and social discipline above technical proficiency. The work of census and survey enumerators is temporary, time-sensitive, and heavily dependent on social interaction and data negotiation with respondents. In this context, the study's findings can be interpreted through the frameworks of Person–Organization Fit (P–O Fit) and Person–Job Fit (P–J Fit).

The high weighting of Commitment and Integrity indicates efforts to achieve P–O Fit—namely, the alignment between individual values and the institutional values of BPS, which emphasize accountability and data honesty. Meanwhile, the emphasis on Attitude and Work Ethics suggests the pursuit of P–J Fit—alignment between individual behavioral dispositions and the demands of fieldwork, which require punctuality, courteous communication, and the ability to collaborate in diverse social conditions. Thus, candidates whose values and behavioral readiness are well-aligned with these requirements are perceived as more capable of safeguarding data quality and strengthening public trust in statistical results.

These findings also reinforce that a selection process overly focused on written tests risks producing candidates who are cognitively strong but insufficiently committed in the field. Therefore, recruitment accountability must be strengthened through performance- and behavior-based assessments, ensuring that the selection process not only measures technical abilities but also more realistically predicts fieldwork success.

The interpretation of these findings must be situated within the study's methodological constraints. The AHP analysis relies on input from a relatively small number of decision-makers in BPS Kutai Kartanegara, which necessitates caution when generalizing the results to the provincial or national level. Local preferences may also introduce bias, as the social values predominant in Kutai Kartanegara—such as close social ties and an emphasis on collective work ethics—may not fully represent conditions in other regions. Consequently, the high weighting of behavioral criteria may reflect local social norms more than national institutional policy.

Therefore, future research should broaden its geographic scope and incorporate cross-district or cross-provincial comparisons to examine whether the dominance of behavioral criteria remains consistent across diverse social and institutional contexts. A combinative methodological approach, such as Fuzzy AHP or integration with qualitative methods, could also help uncover the rationale behind decision-makers' assessments of non-technical attributes while enriching the understanding of fieldworker professionalism within the public sector.

Based on the validated AHP weighting results, the following policy reforms are recommended to strengthen the governance of enumerators recruitment at BPS:

(1) Reforming the Assessment Pillars of Behavioral Competence (P–O Fit) and Functional Competence (P–J Fit)

BPS needs to integrate non-cognitive selection instruments such as Behavioral Event Interviews (BEI), team-based work simulations, and field case assessments that evaluate behavioral dispositions and work discipline. This approach enables a more accurate appraisal of candidates' readiness to navigate the social dynamics encountered in field operations.

(2) Integrating a Performance Track Record Database (*related to Field Experience*)

The recruitment system should utilize a documented and continuous database of enumerators. This database must record performance history, discipline, and feedback from field supervisors to support an objective and transparent evidence-based selection process.

(3) Developing a Decision Support System (DSS) (*linking all AHP-derived criteria*)

The logic of the AHP weighting can be embedded into BPS's digital recruitment platform to ensure proportional processing of candidate evaluations and to minimize assessor subjectivity. Such a DSS would function as an objective tool to balance technical and behavioral criteria and ensure consistency across work units.

These reforms signal a shift from administrative-based selection toward a behavioral-competency-driven human resource management model—one capable of ensuring accountability and reliability of field personnel in supporting the national statistical mission.

Conceptually, the findings of this study reinforce the understanding that within project-based public bureaucracies and field-oriented performance systems, behavioral competencies function as governance instruments—not merely personal attributes. The emphasis on integrity and work ethics aligns with the principles of good governance and merit-based bureaucratic reform, which position honesty, professionalism, and social responsibility as foundational values in human resource management.

Accordingly, this study not only contributes to strengthening the recruitment system within BPS but also offers a conceptual basis for other public institutions in designing transparent, adaptive, and evidence-based selection mechanisms for non-civil servant personnel. Behavioral- and integrity-based selection reforms are not simply technical requirements; they are strategic prerequisites for safeguarding data credibility, reinforcing public trust, and ensuring the sustainability of data-driven development in Indonesia.

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