

Strategic Recruitment of Civil Servant Candidates at BPK RI: Developing Professional Auditors



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ABSTRACT: This research analyzes the implementation of strategic human resource management (HRM) in the recruitment process of Civil Servant Candidates (CPNS) at the Audit Board of the Republic of Indonesia (BPK RI). This process is designed to address the challenge of the need for highly professional and high-integrity personnel while simultaneously creating new innovations in transparency and accountability in public sector recruitment. This study uses a qualitative approach with a case study method, involving in-depth interviews with relevant officials at the BPK RI Human Resources Bureau and direct observations at the recruitment stages. The research results show that the strategic approach begins with meticulous workforce planning, involving long-term needs projections and formation analysis. Merit-based selection is implemented through the use of e-recruitment technology, including Computer-Assisted Test (CAT) to ensure an objective, transparent, and efficient selection process. Additionally, psychological and psychiatric assessments are conducted to evaluate candidates thoroughly, both in terms of technical competencies and personal attributes such as emotional stability and teamwork abilities. This strategic approach not only ensures alignment between the organization's needs and the candidates' qualifications but also supports the enhancement of HR quality through holistic evaluation. The conclusion of this research is that the implementation of innovative HR strategies can strengthen public trust in the recruitment process and support organizational efficiency. These findings make an important contribution to public sector HR management, while also serving as a reference for improving recruitment practices in other government agencies.

KEYWORDS: Strategic HR Management, Recruitment, BPK RI, Meritocracy, Transparency

1. INTRODUCTION

The Audit Board of the Republic of Indonesia (BPK RI) is a state institution with a vital role in maintaining transparency and accountability in the management of state finances. As an independent government institution by national regulation article 23E of the 1945 Constitution, BPK RI is responsible for auditing the management and accountability of state finances. This task encompasses the examination of financial reports from the central government, regional governments, and state-owned enterprises (BUMN). To fulfill these duties, BPK RI requires human resources that are competent, professional, and of high integrity. The recruitment process of Civil Servant Candidates (CPNS) is one of the crucial mechanisms to acquire professionals that meet the institution's needs.

The recruitment process of Civil Servant Candidates at BPK RI aims not only to meet labor demands but also to establish new standards in transparency and accountability in public sector recruitment. The merit system is one of the primary approaches implemented, as recommended by Chairiah et al. (2020), which notes that the application of the merit system in the selection of national civil servants (ASN) can create a professional bureaucracy free from political intervention. This system focuses on the objective assessment of individuals' competencies and qualifications to ensure alignment between the organization's needs and the candidates' abilities.

Strategic Human Resource Management (HRM) forms a fundamental basis in the implementation of Civil Servant Candidates recruitment at the Audit Board of the Republic of Indonesia (BPK RI). This approach integrates organizational strategies with HR policies and practices to ensure that the recruited workforce can optimally contribute to the institution's objectives. Halisa (2020) emphasizes that strategic HRM is an effective tool for enhancing organizational efficiency and effectiveness through planned HR management. In this context, BPK RI has adopted various modern methods to support the recruitment process, including the use

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of digital technology.

Recent study by Koman et al. (2024) indicates that e-recruitment within the framework of smart government is an innovation that can improve transparency and efficiency in Civil Servant Candidates selection. This technology enables the selection process to be conducted more accurately, quickly, and measurably. At BPK RI, e-recruitment is implemented to ensure that every stage of selection is carried out with the principle of transparency and openness, thereby increasing public trust in the process.

The strategic approach includes careful workforce planning to address the challenges of the digital era. Aprilita (2024) identifies that managing Generation Z HR in the digital era requires adaptive and innovative approaches. This generation tends to prefer work flexibility, inclusiveness, and clear career development opportunities. In the context of BPK RI, this presents both challenges and opportunities to attract young talent with significant potential to support the tasks of financial auditing of the state.

Furthermore, research by Daraba et al. (2019) emphasizes that the CPNS recruitment process in the public sector should be part of broader bureaucratic reform. This reform involves enhancing transparency and accountability in every selection process. In its implementation, BPK RI focuses not only on meeting labor quantity needs but also the quality of the recruited individuals. The study by Dzahabiyah et al. (2022) indicates that the quality of the recruitment and selection process directly impacts organizational performance. Therefore, BPK RI employs competency-based evaluations to ensure that the recruited workforce has skills relevant to the organization's needs.

In addition to technological aspects, the strategic approach in recruitment also encompasses the development of data-driven evaluation systems, Bustomi et al. (2023) recommend the use of data mining in the selection process to identify the best candidates based on established criteria. This method can help BPK RI filter candidates more accurately while reducing potential biases in the selection process. Meanwhile, research by Cantrell & Carr (2024) suggests that integrating values of inclusivity, flexibility, and career development within the recruitment system can enhance the organization's appeal to potential candidates, especially from the younger generation.

Another challenge faced by BPK RI in the recruitment process is the need to attract a workforce with high resilience levels. Mirabel et al. (2023) found that an effective recruitment process can help reduce work stress levels and increase employee loyalty. This is highly relevant for BPK RI, given the complexity of financial audit tasks that require strong mental resilience and good analytical capabilities. In this context, sustainable human resource development becomes an integral part of BPK RI's strategic approach.

Additionally, BPK RI's efforts to integrate information technology in HR management align with the research by Zurnali & Wahjono (2022), which notes that the use of Artificial Intelligence (AI) in recruitment can enhance the accuracy of the selection process. The implementation of this technology can help identify patterns and candidate preferences that align with organizational needs, thereby accelerating decision-making processes. In this regard, BPK RI can leverage AI to assess both the technical competencies and soft skills of prospective employees more effectively.

Another study by Noya et al. (2023) provides an interesting perspective on how recruitment strategies in remote areas can be applied to large organizations like BPK RI. The study highlights the importance of creating inclusive recruitment policies that consider local needs to attract the best talent from various regions. With this approach, BPK RI can ensure better diversity and representation within its organization while simultaneously enhancing operational effectiveness.

The strategic HRM approach in Civil Servant Candidates recruitment at BPK RI reflects efforts to integrate best practices in HR management with organizational needs. Research by Arfin (2022) emphasizes that strategic planning, recruitment, and selection can yield superior human resources that meet organizational demands. By adopting this approach, BPK RI can not only improve the efficiency of the recruitment process but also build a professional and competent auditing team. Additional research by Sumardjo (2019) also underscores the importance of competence development and organizational commitment in enhancing work productivity, which aligns with BPK RI's vision to become a trusted state financial auditor.

This research aims to analyze how strategic HRM approaches can be effectively applied in the Civil Servant Candidates recruitment process at BPK RI. By integrating recent research findings and best practices, this study is expected to provide relevant insights for policymakers at BPK RI and other public sector organizations in managing human resources more strategically and innovatively.

2. THEORETICAL REVIEW

Strategic human resource management (HRM) is an approach that integrates workforce management policies, practices, and strategies to ensure that organizational goals are achieved effectively and efficiently. This concept has become foundational in various HRM studies, both in the public and private sectors. According to Halisa (2020), strategic HRM focuses on aligning

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organizational goals with HR management, thereby having a direct impact on organizational performance. In the context of Civil Servant Candidates recruitment at BPK RI, this approach involves planning, implementing, and evaluating the recruitment process to ensure that the recruited workforce possesses the competencies and values required by the organization.

The definition of recruitment encompasses the entire process of identifying, attracting, selecting, and placing individuals who meet the qualifications for specific positions. Dzahabiyah et al. (2022) state that effective recruitment involves a comprehensive evaluation of labor needs and job analysis to ensure the alignment between candidates and the roles they will be assigned. Additionally, Chairiah et al. (2020) emphasize the importance of implementing the merit system in civil servant recruitment to ensure that the selection process is objective, transparent, and competency-based.

In strategic HRM, the primary indicators that research focuses on include: 1) transparency and accountability in the recruitment process, 2) the use of digital technology to enhance selection efficiency and accuracy, 3) the alignment of candidates' competencies with organizational needs, and 4) the continuous development of the recruited individuals. For example, research by Bustomi et al. (2023) demonstrates that the use of data mining in Civil Servant Candidates selection process can help organizations screen the best candidates based on specific criteria. This is relevant to the implementation of digital technology by BPK RI in their Civil Servant Candidates recruitment process.

The use of technology, particularly Artificial Intelligence (AI), in recruitment has become a trend in recent years. Zurnali & Wahjono (2022) note that AI can be used to quickly and accurately analyze candidate data, thereby speeding up the selection process without compromising quality. In the context of BPK RI, the application of this technology can help in more effectively assessing candidates' technical and non-technical competencies. Additionally, Koman et al. (2024) highlight the importance of e-recruitment as part of the digital transformation in HR management. This system allows organizations to reach more candidates and enhance transparency in the selection process.

Another key indicator in strategic HR management is career development and the individual competency development. According to Sumardjo (2019), continuous competency development not only improves work productivity but also helps build employee commitment and loyalty to the organization. In the context of BPK RI, this competency development involves relevant technical and non-technical training related to the tasks of state financial auditing.

Research by Aprilita (2024) also provides insights into the importance of understanding the characteristics of Generation Z in recruitment and HR management. This generation has preferences for work flexibility, inclusivity, and opportunities for development. Therefore, the strategic approach to recruitment at BPK RI needs to consider these factors to attract high-quality young talent. Additionally, Cantrell & Carr (2024) emphasize that organizations that succeed in recruiting and retaining Generation Z are those that can provide a supportive work environment focused on career development.

Moreover, the strategic HRM approach also involves comprehensive organizational performance evaluation. Mirabel et al. (2023) state that an effective recruitment process not only contributes to improving the quality of the workforce but also positively impacts the overall organizational performance. This research is relevant to the context of BPK RI, which requires professional auditors to ensure transparency and accountability in state financial management. By applying strategic HRM principles, BPK RI can ensure that the recruited workforce is not only competent but also aligned with the organization's vision and mission.

Global practices, the implementation of strategic HRM in recruitment has proven to yield significant results globally. Noya et al. (2023) note that inclusive and adaptive recruitment strategies can help organizations attract the best talent, particularly in remote areas. In the context of Indonesia, this approach aligns with BPK RI's needs to reach various regions in the CPNS selection process. Additionally, research by Kucherov & Tsybova (2022) indicates that integrating technology in recruitment can enhance the efficiency of the selection process while reducing potential biases.

3. RESEARCH METHODOLOGY

This research employs a qualitative approach with a single case study design, aimed to deeply exploring the application of strategic approaches in the recruitment process of Prospective Civil Servants (CPNS) at BPK RI. This design was chosen to understand complex and contextual phenomena by focusing on a specific case, namely the Civil Servant Candidates (CPNS) recruitment by the Planning and Recruitment Subdivision, Human Resources Bureau of BPK RI (Assyakurrohim et al., 2022). This method is highly relevant for studies aimed at identifying processes and strategies applied in public sector organizations with unique challenges (Lanovaz & Primiani, 2023).

Data were collected using two primary techniques: in-depth interviews and direct observations. The combination of these methods aims to obtain comprehensive, in-depth, and valid data. In qualitative research, interview and observation techniques are often used to uncover the perspectives of research subjects and directly observe the implementation of activities that are the focus of the study (Chairiah et al., 2020; Fadli, 2021).

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Interviews were conducted with the Head of the Planning and Recruitment Subdivision, Human Resources Bureau of BPK RI. This informant was selected based on their strategic role in managing the Civil Servant Candidates recruitment process at the institution. The interviews were conducted using semi-structured guidelines that allowed flexibility in probing for additional information from the informant's responses (Assyakurrohim et al., 2022; Daraba et al., 2019). The interview questions focused on the HRM strategies applied in Civil Servant Candidates recruitment, the challenges faced in implementing these strategies, and the impact of strategic approaches on recruitment efficiency and effectiveness. During the interview, data were recorded with the informant's consent to ensure accuracy and facilitate data analysis. The interview recordings were then transcribed verbatim to identify key themes relevant to the research objectives (Dzahabiyah et al., 2022).

Direct observation techniques were employed at key stages of the CPNS recruitment process, from workforce planning, selection implementation, to evaluation of selection outcomes. Observations were conducted to understand the practical and contextual application of recruitment strategies. The focus of the observations included activities carried out by the Planning and Recruitment Subdivision, interactions between staff and applicants, and the use of information systems in supporting the recruitment process (Nurmaya & Febrina, 2021). These observations also point out some details on how administrative and technical challenges in the recruitment process were addressed. Field notes were taken during observations to document key findings that might not always be revealed through interviews (Daraba et al., 2019).

The data analysis was conducted using a thematic analysis approach to identify relevant patterns and themes within the collected data. The first stage of the analysis involved transcribing interview data and familiarizing oneself with observation data, where the researcher repeatedly read through the data to understand its content and context (Fadli, 2021). The next stage was data coding, which involved assigning codes to significant parts of the data related to the research focus. These codes were then grouped into main themes that represent the research findings. In the final stage, these themes were interpreted to answer the research questions, particularly regarding how HRM strategies are applied in the recruitment of civil servants at BPK RI (Assyakurrohim et al., 2022; Daraba et al., 2019).

The validity and reliability of the data were maintained through data triangulation, where information from interviews was compared with observation results to ensure consistency of findings. This triangulation also involved cross-checking with related documents such as BPK RI's recruitment policies (Chairiah et al., 2020; Didi Supriadi, 2020). Additionally, the researcher re-confirmed with the interviewees to ensure that the data interpretation aligned with the facts presented. These steps are crucial for enhancing the credibility and validity of the research findings (Fadli, 2021).

The single case study design offers an advantage in generating in-depth insights into the phenomena being studied, especially within complex institutional contexts like BPK RI. By focusing on a specific case, this study was able to look closer into detailed information about the strategies and practices of civil servant recruitment implemented by BPK RI (Lanovaz & Primiani, 2023; Maia, 2023). This approach not only provides a rich understanding of the local context but also contributes to the theoretical knowledge development of strategic HRM in the public sector (Dzahabiyah et al., 2022).

4. RESULTS & DISCUSSIONS

This study obtained results on how the recruitment process for civil servants (CPNS) at BPK RI is designed and implemented with a strategic approach. Based on interviews with the Head of the Planning and Recruitment Sub-Section, Human Resources Bureau of BPK RI, the recruitment process begins with the planning stage, involving an in-depth analysis and coordination with the Ministry of Administrative and Bureaucratic Reform (PANRB) and the Ministry of Finance. This analysis includes long-term needs projections, calculations of retiring staff, and input from BPK's internal work units regarding staff shortages. The final outcome is the approved number of positions, totaling 154 for the year 2024, comprising Functional Examiner, cooperation analyst, and counselor positions. The number of applicants, reaching 15,780, reflects the high public interest in joining BPK RI and demonstrates a very competitive selection process, with a ratio of 1:102 for each position.

The selection process is carried out through several predetermined stages, beginning with administrative selection to ensure document completeness. Subsequently, participants undergo the Basic Competency Selection (BCS) using the Computer Assisted Test (CAT) system, designed to ensure transparency and accountability. In the BCS, participants are tested on subjects including national insight, general intelligence, and academic potential. The advantage of the CAT system lies in its ability to provide test results directly, allowing both participants and the public to quickly access result information without intervention. This system reflects BPK RI's commitment to meritocracy and integrity in the recruitment process.

In the next stage, which is the Field Competency Selection (FCS), the selection process is designed to more deeply identify the technical and non-technical abilities of the participants. The FCS consist four main tests: psychological test, psychiatric test, user interview, and field-specific CAT. The psychological test evaluates participants' communication skills, teamwork, and

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problem-solving abilities. The Leaderless Group Discussion (LGD), part of this test, aims to observe participants' ability to collaborate and make collective decisions. The psychiatric test, conducted in collaboration with Gatot Subroto Hospital, assesses the mental health of participants to ensure emotional stability of the prospective employees. This indicates that BPK RI not only prioritizes technical competence but also considers the emotional balance and personality of the candidates as crucial components of human resource quality.

User interviews involving BPK internal officials provide an opportunity to dig deeper into the individual characteristics of participants, including specific abilities and their potential contributions to the organization. This stage is conducted by various levels of officials, from echelon 1 to primary functional experts, to provide diverse perspectives in the assessment. Additionally, the field-specific CAT designed specifically for the field competency selection tests participants' understanding of BPK's tasks and functions and their relevance to the applied positions. With the highest weight in the FCS assessment, the field-specific CAT becomes a key element in determining participants' technical competencies.

This process is designed to produce a fair and comprehensive assessment of the participants, with each test component having different assessment weights. The results of the BCS and FCS are combined to determine the participants with the highest scores eligible to proceed to the documentation stage. The assessment weights applied, such as 50% for the field-specific CAT and 25% for the psychological test, reflect BPK RI's focus on a combination of technical competencies and personality aspects in selecting the best candidates.

One important aspect emphasized in this recruitment process is the discipline and meticulousness of the participants. The Head of the Planning and Recruitment Sub-Section explained that compliance with technical rules, such as wearing a white-black uniform with dress shoes during the BCS test, is not only intended to maintain uniformity but also reflects BPK RI's organizational culture, which emphasizes the importance of precision and adherence to regulations. This step also serves as an introduction for participants to understand the work expectations at BPK, where attention to detail and compliance with rules are integral parts of daily tasks.

From a strategic perspective, the recruitment of civil servants at BPK RI is not merely an administrative process but also a part of long-term human resource management. This rigorous and comprehensive selection process is designed to ensure that the recruited employees not only possess adequate technical competencies but also can adapt to BPK's work culture and demonstrate leadership potential in the future. Psychological and psychiatric tests, for instance, provide deep insights into participants' personalities and emotional stability, which are crucial factors in ensuring the effectiveness and sustainability of their contributions to the organization.

BPK RI's commitment for transparency and accountability is also reflected in the use of technology in the selection process. The CAT system not only instills confidence in the participants but also enhances BPK's reputation as an institution that upholds the principles of meritocracy. Furthermore, collaborations with external entities such as LPT UI and RSPAD Gatot Subroto demonstrate how partnerships can improve the quality of the selection process. By involving experts in psychology and psychiatry, BPK is able to obtain a more comprehensive understanding of the participants, ensuring that recruitment decisions are based on valid and objective data.

The findings of this study provide valuable insights for the development of recruitment practices in the public sector. BPK RI's recruitment process shows that a strategic approach to human resource management can yield optimal results, both in terms of the quality of recruited employees and the transparency of the selection process. By continuously evaluating and adjusting the selection process, BPK can maintain the quality of recruitment and ensure the sustained contribution of employees in supporting the institution's tasks and functions.

5. CONCLUSIONS

This study highlights how the implementation of comprehensive human resource management strategies can enhance organizational effectiveness, particularly in the context of CPNS recruitment at BPK RI. The recruitment process, designed with a holistic approach, not only aims to meet the organization's short-term needs but also lays the foundation for long-term sustainability and development. Interviews with the Head of the Planning and Recruitment Sub-Section, HR Bureau of BPK RI, revealed several important aspects of the recruitment process and their implications for organizational effectiveness.

One of the main points that emerged from the interviews is that the CPNS recruitment at BPK RI is designed by integrating the principles of meritocracy, transparency, and accountability. "The CAT system used by BKN is very transparent and accountable," explained the Head of the Sub-Section, "the test results can be seen by participants live on YouTube, leaving no room for intervention." This system also provides transparent results that can be accessed in real-time, thereby building public trust in the selection process. This is consistent with the findings of Chairiah et al. (2020), which affirm that transparency in

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recruitment enhances organizational accountability and strengthens stakeholder trust.

From an implementation perspective, the success of recruitment relies not only on selection tools but also on the organization's strategy in designing comprehensive selection stages. The psychological and psychiatric tests conducted by BPK RI, for instance, aim to holistically explore the candidates' potential, including their technical abilities, personality, and emotional stability. The Head of the Planning and Recruitment Sub-Section explained, "The psychological tests and interviews conducted in collaboration with LPT UI aim to assess competencies, communication skills, and teamwork abilities." This approach provides a more complete picture of the candidates, ensuring that those recruited meet not only the technical criteria but also possess personal qualities that align with the organization's needs. This is relevant to the study by Assyakurrohim et al. (2022), which mentions that a holistic evaluation of candidates can enhance the effectiveness of human resources in the long term.

The implications of this approach for organizational effectiveness are evident in the management of employees at BPK RI. A well-designed recruitment process can ensure that the recruited employees possess high competencies and are prepared to face job challenges. In the long term, this strategy can help the organization maintain consistent performance and increase competitiveness. As noted by the Head of the Sub-Section, "We hope that user interviews conducted by echelon 1, echelon 2, echelon 3 officials, and primary and intermediate functional experts can uncover the candidates' potential to ensure they fit the organization's needs and culture." This step highlights the importance of organizational culture in influencing employee effectiveness, as emphasized by Nurmaya & Febrina (2021).

Furthermore, this study demonstrates how innovation in the selection process can support future organizational development. Collaboration with external institutions such as LPT UI and RSPAD Gatot Subroto adds value in ensuring the quality of the selection process. The psychological and psychiatric tests involving external experts not only enhance the validity of the selection results but also show BPK RI's commitment to adopting best practices in human resource management. The Head of the Sub-Section added, "The psychiatric tests conducted with RSPAD ensure that prospective civil servants are not only physically healthy but also mentally healthy." This approach aligns with the findings of Fadli (2021), which state that collaboration with external parties can improve the quality of recruitment and support better human resource development.

In the context of future organizational forecasting, the recruitment strategy employed by BPK RI has the potential to create superior and adaptive human resources. For instance, the use of Leaderless Group Discussion (LGD) in psychological tests demonstrates BPK's efforts to identify participants' abilities to work collaboratively and solve problems within a group context. "Leaderless Group Discussion provides insights into how candidates can work in teams and make joint decisions," said the Head of the Planning and Recruitment Sub-Section. These skills are becoming increasingly important in the modern era, where organizational dynamics are more complex, and cross-functional collaboration is key to success. This is also relevant to the study by Daraba et al. (2019), which emphasizes the importance of developing collaborative skills in the recruitment process to face future challenges.

Furthermore, this study reveals the importance of integrating HRM strategies with organizational goals. Recruitment designed with a strategic approach not only serves as a tool to fill vacant positions but also as a means to support the achievement of the organization's vision and mission. As an institution responsible for maintaining the country's financial accountability, BPK RI requires employees who are not only competent but also possess high integrity. Therefore, a selection process that includes personality and mental health evaluations adds significant value in ensuring that the recruited employees can perform their duties well and maintain public trust in BPK RI.

From an organizational perspective, this challenge also reflects the importance of instilling a culture of discipline and attention to detail among new employees. As expressed by the Head of the Planning and Recruitment Sub-Section, the uniform regulations applied in the selection process aim to instill values of meticulousness and compliance from the outset. "We want to instill an understanding that BPK employees are individuals who are meticulous and adhere to regulations," he said. This step demonstrates how small elements in recruitment can contribute to the formation of a strong organizational culture and support long-term effectiveness.

Overall, this study makes a significant contribution to understanding how recruitment can serve as a strategic tool for enhancing organizational effectiveness. The findings are not only relevant to BPK RI but can also serve as a reference for other organizations aiming to improve the quality of their recruitment and HRM practices. By continuously adopting best practices and innovating in the selection process, organizations can develop human resources that are not only competent but also ready to face future challenges.

Future predictions for organizations like BPK RI indicate an increasing need for adaptable, innovative, and high-integrity human resources. Therefore, strategic recruitment approaches must be constantly updated to ensure relevance with the evolving times. For instance, the use of artificial intelligence technology for selection data analysis could be the next step in improving the

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efficiency and accuracy of the recruitment process. Moreover, developing training programs tailored to the results of selection evaluations can help new employees quickly adapt and contribute maximally to the organization.

With an integrated and future-oriented approach, BPK RI can continue to maintain the quality and effectiveness of its human resources. The findings of this study affirm that well-designed recruitment is not only about selecting the best candidates but also about building a strong foundation for organizational sustainability. In a broader context, this strategy also contributes to enhancing accountability and efficiency in the public sector overall, thus supporting the achievement of good governance

6. BUSINESS IMPLICATION

The implications of this study for BPK RI indicate that a strategic recruitment process plays a crucial role in building better organizational effectiveness. In the context of business or organizations, recruitment practices based on meritocracy and transparency, as applied by BPK RI, can significantly benefit in enhancing the quality of human resources (HR). As stated in the study by Daraba et al. (2019), recruitment conducted with a strategic approach allows organizations to attract individuals with high competencies that match the organization's needs.

A key strategy derived from these findings is the importance of integrating recruitment with long-term HR planning. The Head of the Planning and Recruitment Sub-Section explained that the process of formation planning at BPK RI involves long-term needs analysis, including future staff projections. "We calculate the number of employees who will retire and the needs for the next five years," he explained. This approach aligns with the findings of Chairiah et al. (2020) which emphasize that data-driven HR planning can support overall organizational management effectiveness.

Moreover, innovations in the selection process, such as the use of Computer Assisted Tests (CAT) and psychological tests, provide critical solutions to ensure transparency and accuracy. The CAT system allows selection results to be announced in real-time, instilling confidence in participants and ensuring the integrity of the selection process. According to Assyakurrohim et al. (2022), transparent selection technology has been proven to enhance accountability and strengthen the organization's reputation in the public eye. Therefore, other organizations looking to adopt similar practices can utilize selection technology to improve the quality of their recruited human resources.

Another implication of these research findings is the importance of personality and mental health evaluations in the selection process. The psychological and psychiatric tests conducted by BPK RI provide deep insights into candidates' potential and emotional stability. The Head of the Sub-Section explained that these tests aim to ensure that accepted candidates "are not only physically healthy but also possess good mental stability." This aligns with the findings of Fadli (2021), which emphasize that human resources with good mental health are able to adapt better to organizational dynamics and contribute positively.

7. RECOMMENDATIONS

Based on the research findings, several recommendations can be made to enhance the effectiveness of recruitment and HRM at BPK RI and other organizations. Firstly, it is crucial for organizations to continuously integrate recruitment strategies with long-term HR planning. This step involves data-driven needs analysis, such as projecting future staffing needs, to ensure that human resource management is more directed and aligned with the organization's vision (Chairiah et al., 2020). Thorough planning also enables organizations to prepare human resources that are ready to face future challenges.

Secondly, innovation in the selection process must be continually developed to ensure better transparency and accuracy. The use of technology such as Computer Assisted Test (CAT) and collaboration with external institutions for psychological and psychiatric tests adds value in recruiting candidates who are not only technically competent but also possess the appropriate personal qualities. As noted by Assyakurrohim et al. (2022), the implementation of transparent selection technology can enhance accountability and strengthen the organization's reputation.

Thirdly, for the future, organizations like BPK RI are advised to keep innovating in the selection process and HRM. One step that can be taken is utilizing big data analysis and artificial intelligence (AI) to identify patterns that can improve recruitment effectiveness. This technology can be used to analyze candidate data more deeply, such as work history, achievements, and development potential. The study by Kucherov & Tsybova (2022) shows that the use of AI in recruitment can increase selection efficiency and ensure that the best candidates are chosen for specific positions. By leveraging this technology, organizations can save time and resources while improving the quality of recruitment decisions.

In conclusion, this research asserts that strategic recruitment is a crucial element in effective HRM. A holistic and data-driven selection process enables organizations to recruit individuals who are competent, possess integrity, and are ready to contribute to the organization's sustainability. These findings provide relevant insights for other organizations looking to improve the quality of their recruitment and HRM practices. By adopting innovative and integrated approaches, organizations can ensure that the

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recruited talent not only meet current needs but also support the achievement of long-term goals.

These recommendations are expected to serve as a guide for organizations in designing more effective and adaptive recruitment and HRM strategies in response to changing dynamics. BPK RI has demonstrated that a combination of technology, holistic evaluation, and strategic planning can create high-quality talent. By continually updating and innovating, organizations can strengthen their competitiveness in the future.

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