

Enhancing Person-Job Fit in Government Agencies using DISC Personality Profiling

Optimalisasi Kesesuaian Person-Job di Instansi Pemerintah melalui Profiling Kepribadian DISC

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Abstrak

Proses rekrutmen sangat penting bagi kinerja organisasi, terutama di lembaga sektor publik. Di sini, kualitas sumber daya manusia secara langsung memengaruhi hasil pemberian layanan. Politeknik STIA LAN Bandung sebagai sebuah lembaga pendidikan tinggi sektor publik, menghadapi tantangan dalam mengoptimalkan kinerja karyawan. Evaluasi tahunan menyoroti permasalahan seperti produktivitas rendah, absensi, dan berkurangnya keterlibatan karyawan. Studi ini menggunakan metode campuran dengan desain deskriptif-eksploratif untuk mengevaluasi keselarasan antara sifat kepribadian calon karyawan dan spesifikasi pekerjaan. Kerangka kepribadian DISC diterapkan pada 83 kandidat yang terdiri dari pelamar baru maupun peserta perpanjangan kontrak. Setelah dilakukan penyaringan administratif, diperoleh kandidat yang memenuhi syarat untuk penilaian DISC sebanyak 39 peserta. Semua kandidat yang memenuhi syarat menjalani pengambilan sampel total dan 37 kandidat maju ke wawancara evaluasi kualitatif. Analisis kuantitatif menggunakan hasil tes DISC yang distandarisi dan statistik deskriptif untuk memetakan profil perilaku. Analisis kualitatif menafsirkan keselarasan perilaku dengan persyaratan pekerjaan. Temuan menunjukkan bahwa profil berbasis DISC merupakan alat pelengkap yang efektif dalam proses rekrutmen. Hal ini mendukung pengambilan keputusan yang objektif dan terstruktur. Hasil penelitian menunjukkan bahwa menyelaraskan kecenderungan perilaku individu dengan tuntutan pekerjaan dapat meningkatkan kesesuaian antara kepribadian individu dan pekerjaan. Penyelarasan ini dapat meningkatkan keterlibatan karyawan, mendukung kinerja yang lebih tinggi, dan membantu mencapai tujuan organisasi.

Kata Kunci: person-job fit, karakteristik kepribadian, manajemen SDM sektor publik, analisis kepribadian DISC.

Abstract

The recruitment process is critical to organizational performance, especially in public sector institutions. In these institutions, the quality of human resources directly affects service delivery outcomes. Politeknik STIA LAN Bandung, a public higher education

institution, faces challenges in optimizing employee performance. Annual evaluations highlight issues such as low productivity, absenteeism, and reduced employee engagement. This study employed a mixed-methods, descriptive-exploratory design to evaluate alignment between prospective employees' personality traits and job specifications. The DISC personality framework was applied to 83 candidates. These included new applicants and participants in contract renewals. After administrative screening, 39 candidates were eligible for the DISC assessment. All eligible candidates underwent total sampling. 37 candidates advanced to the qualitative interview. Quantitative analysis used standardized DISC test results and descriptive statistics to map behavioral profiles. Qualitative analysis interpreted behavioral alignment with job requirements. Findings show that DISC-based profiling is an effective supplementary tool in recruitment. It supports objective, structured decision-making. The results show that aligning individual behavioral tendencies with job demands improves person-job fit. This alignment may increase employee engagement, support higher performance, and help achieve organizational objectives.

Keywords: person-job fit, personality traits, public sector human resource management, DISC personality analysis.

1. INTRODUCTION

In an era of rapid change, every organization is required to adapt and respond dynamically to challenges. The success of this adaptation depends heavily on human resources who possess competencies aligned with job demands and whose personal characteristics align with the roles they undertake. This alignment not only impacts optimal performance (Biełkowska & Tworek, 2020) but also ensures that employees work based on their potential and strengths. Furthermore, employee engagement is enhanced, which in turn serves as a crucial asset for the organization's sustainability and competitiveness in a constantly changing environment (Hedayati Mehdiabadi & Li, 2016).

The suitability between the competencies and personal characteristics of employees can be understood through the concept of person-job fit. Person-job fit refers to the alignment between an individual's abilities and the demands of a specific job, particularly in terms of behavioral and competency requirements. This alignment has a direct effect on achieving optimal performance (Bui HT, 2017). Research shows that employees who have a high suitability for their tasks are not only more productive, but also more motivated to contribute in a rapidly changing work environment (Hedayati Mehdiabadi & Li, 2016).

Judging from the current situation, the number of State Civil Apparatus (ASN) in Indonesia has reached approximately 4.73 million by the end of 2024, consisting of Civil Servants and Contract Civil Servants. This figure reflects the enormous scale of the bureaucracy as well as the complexity of ensuring optimal person-job fit. Employee engagement with the organization not only creates a positive work environment but can also be a key asset in strengthening and increasing the competitiveness of the organization. A strong sense of engagement generates and promotes innovation and quick response to changes and challenges (W. Kim et al., 2019).

One strategic step that organizations can take is to involve the human resources division to ensure that every employee who occupies a position is the right person. The main challenges faced by organizations in both the public and private sectors currently include high turnover rates, low employee engagement, and costs arising from mismatches between employees and their assigned positions (Thunnissen & Buttiens, 2017). In response to these issues, a practical approach is needed to minimize the impact of mismatches between

employees and their positions. One way to improve fit is to use an inclusive management approach that emphasizes flexibility and adaptability to the work environment.

Weale et al. (2017) stated that implementing flexible work arrangements can increase the organization's attractiveness to new and existing employees, supporting retention. In addition, strategies such as frequent feedback, development of a strong learning culture, and involvement in job creation have also proven effective in making organizations stronger and more competitive. One method that can be used to address this phenomenon is DISC Personality Profiling, which attempts to classify individual personalities into four main dimensions: Dominance, Influence, Steadiness, and Conscientiousness (Sims et al., 2022). This method not only measures individual characteristics but can also be a powerful tool for improving communication and collaboration within teams across an organization (Sandlin et al., 2018). In practice, the implementation of DISC in the private sector has also been shown to result in significant increases in work effectiveness, leading to improvements in employee retention and job satisfaction (S. Kim & Yang, 2016).

The successful implementation of DISC in the private sector can serve as a significant model when applied to the public bureaucracy to improve the quality of human resource management practices. Furthermore, in the current era of bureaucratic reform and digitalization, the adoption of a behavior-based approach is becoming increasingly urgent (Hur & Hawley, 2020). Utilizing the DISC method can also optimize the decision-making process for assigning employees to positions that match their skills and personalities, thereby potentially increasing overall organizational effectiveness (Pitts & Marvel, 2011). One important finding from research on DISC is that it not only supports appropriate employee placement but also increases employee engagement (S. Kim & Yang, 2016). This aligns with the demand to reduce employee turnover in the public sector, as it produces policies that prioritize compatibility among individuals, thereby reducing the intention to leave the organization.

Thus, the application of DISC Personality Profiling in human resource management in the public sector is not only relevant but also a strategic step to maximize organizational performance and ensure the continuity of quality public services in the context of broader reforms. The successful implementation of DISC in other sectors may serve as a benchmark for public organizations seeking to improve the effectiveness of human resource management practices. In the context of bureaucratic reform and the digitalization of civil servant (ASN) management, the use of a behavior-based approach like DISC is not only relevant but also urgent to ensure appropriate employee placement, increase engagement, and support sustainable organizational performance. This research attempts to examine the application of DISC Personality Profiling in the recruitment process for Contract Civil Servants at a government agency in Bandung.

Focusing on the analysis of the suitability between employee characteristics and positions (person-job fit), it is hoped that the DISC approach will be beneficial as an employee selection tool, improving the recruitment process compared to conventional methods. Furthermore, in the context of bureaucratic reform and increasing demands for measurable improvements in public service quality, evidence-based employee placement has become a critical determinant of government agency performance. Empirical evidence from a government institution in the education sector in Bandung indicates persistent performance inefficiencies reflected in low productivity levels, elevated absenteeism rates, and weak employee engagement scores. From a human resource analytics perspective, these indicators point to a structural person-job (P-J) fit deficiency rather than merely individual performance shortcomings.

Further examination of the recruitment and placement process reveals that current decision-making practices are predominantly based on administrative screening and

unstructured interviews, both of which rely heavily on subjective judgment. The absence of standardized behavioral instruments and explicit job-related behavioral demand rubrics limits the organization's ability to quantitatively assess behavioral compatibility between candidates and job roles. This limitation becomes particularly consequential under high-stakes recruitment conditions, such as the recent intake cycle involving 83 applicants competing for 37 positions across seven distinct job roles. Under such conditions, the probability of systematic misallocation increases substantially when placement decisions are not supported by behavioral data and analytical matching mechanisms.

Despite the growing emphasis on data-driven human resource management, empirical studies examining the operationalization of behavioral profiling tools specifically DISC Personality Profiling within public-sector recruitment and placement decisions remain limited, particularly in the context of person-job fit grounded in the behavioral demand-abilities framework. This gap highlights the need for a structured analytical approach that not only maps applicants' behavioral tendencies but also quantitatively aligns these tendencies with predefined behavioral requirements of job roles to inform recruitment and placement decisions.

Accordingly, the research gap addressed in this study lies in the lack of empirical, behaviorally grounded, and analytically operationalized decision-support mechanisms for assessing person-job fit in public-sector recruitment. Placement decisions in many public sector organizations continue to rely largely on subjective judgment rather than on measurable behavioral alignment between individual characteristics and job requirements.

Based on the above theoretical framing of person-job (P-J) fit particularly the behavioral demand abilities perspective and its distinction from person organization fit, this study addresses the following research questions (RQ):

- a. RQ1: How are applicants' DISC behavioral profiles quantitatively mapped, and to what extent do these profiles align with the expected behavioral demands of each job role within a government education institution recruitment context (i.e., behavioral demand abilities fit)?
- b. RQ2: Which job roles exhibit the highest potential person-job misfit risk, as indicated by discrepancies between the distribution of applicants' DISC behavioral tendencies and the predefined behavioral requirements of the positions?
- c. RQ3: How can DISC-based person-job fit information be operationalized as decision support input to structure interview processes and placement recommendations, thereby reducing reliance on subjective judgment in recruitment and placement decisions?

2. LITERATURE REVIEW AND PREVIOUS RESEARCH

2.1. Theoretical Review

The DISC model, developed by William Moulton Marston, continues to be widely used, particularly for understanding organizational behavior and examining the interactions among communication patterns, leadership styles, and teamwork dynamics. Within this context, a number of studies have identified meaningful relationships between the behavioral styles proposed in the DISC framework and various organizational dimensions, including leadership effectiveness, team collaboration, and employee performance (Aini, 2021). Moreover, the four behavioral styles in this model represent individuals' tendencies in responding to work environments, making decisions, and interacting with others.

Importantly, Marston emphasized that these styles should not be viewed as rigid or fixed categories; rather, they describe flexible behavioral patterns that may vary across situations.

Over time, Marston's theoretical framework has evolved into more structured and standardized behavioral assessment instruments. Contemporary adaptations, such as Everything DISC, present the model as a circumplex, a circular representation that illustrates the relative proximity and distance among different behavioral tendencies. This representation enables users to better understand that individuals are not confined to a single dominant type, but instead embody a blend of multiple behavioral styles (Viloria-Núñez et al., 2023). Furthermore, the development of DISC-based instruments has been supported by over four decades of research focusing on measurement scale development, reliability, and validity. As a result, DISC has become increasingly prominent in applications such as communication training, team development, leadership practices, and broader organizational contexts.

In addition, the DISC model provides a descriptive framework for mapping behavioral tendencies across four primary dimensions: Dominance (D), Influence (I), Steadiness (S), and Compliance or Conscientiousness (C). These dimensions are reflected in how individuals communicate, collaborate, respond under pressure, and make decisions. This perspective aligns closely with Person-Job Fit (P-J Fit) theory, which posits that optimal performance, job satisfaction, and employee retention are more likely to occur when there is congruence between individual characteristics and job demands, as well as between individual needs and the rewards or support provided by the organization.

In practice, organizations typically begin by defining the expected behavioral profile for a given role through behavior-based job analysis. For example, field-based roles may require decisiveness and rapid decision-making, whereas administrative roles may prioritize accuracy and adherence to procedures (Sekiguchi & Huber, 2011). The results of a candidate's DISC assessment are then compared with this profile to evaluate the degree of alignment, both in terms of demand-ability fit (the compatibility between behavioral tendencies and job demands) and needs-supplies fit (the extent to which an individual's preferences are supported by the work environment).

This integrative approach enables more targeted and evidence-based recruitment practices, including behaviorally grounded interviews, more accurate placement decisions, and the design of specific development interventions. For instance, individuals with strong C or S tendencies may benefit from communication enhancement training, while those who need to improve assertiveness may focus on strengthening D-related competencies. In this way, DISC serves as "behavioral data" that complements technical qualifications within the P-J Fit framework. Its application can help organizations minimize behavioral mismatches, reduce the likelihood of conflict and turnover, and enhance accountability in the selection process, particularly in the public sector, where compliance with standards, service quality, and alignment with organizational culture are critically important.

2.2. Previous Research

Previous studies have explored the application of DISC across various contexts. These studies demonstrate the model's relevance in understanding personality, leadership, and behavioral dynamics. For instance, Singh and Pathardikar (2010) found that personality traits such as conscientiousness and extraversion significantly contribute to effective leadership. These findings are consistent with the DISC framework, particularly the Dominance (D) and Influence (I) dimensions, which emphasize assertiveness, initiative, and interpersonal engagement as key elements of leadership effectiveness.

In the healthcare domain, Goni et al. (2016) employed the DISC approach to identify the personality profiles of medical students, revealing that Influence (I) and Steadiness (S) were the most prevalent types. Using an instrument comprising 24 items with 4 response options, their study demonstrated how DISC can be operationalized to systematically capture behavioral tendencies. Similarly, Angelika and Angriyani (2024) examined the relationships among DISC personality types, spiritual intelligence, and stress levels among medical students. Their findings indicated that Steadiness (S) and Compliance (C) were more dominant, while notable differences in stress levels were observed across types, particularly among Dominance (D), Influence (I), and the Steadiness Compliance (SC) combination. Beyond face-to-face contexts, DISC has also been applied in digital environments. Utami and Hartanto (2020) demonstrated that DISC based personality classification can be derived from social media behavior, achieving a relatively high level of accuracy (88.89%). This finding suggests that DISC is not only relevant for traditional organizational settings but also adaptable to emerging digital behavior analysis.

Further evidence highlights the importance of behavioral alignment within teams. Wu et al. (2016) found that cohesive work environments are associated with lower levels of burnout and higher job satisfaction among nurses, underscoring the importance of communication and mutual understanding central aspects of the DISC model. Complementing this, D. Kim et al. (2025) proposed integrating DISC and the Myers Briggs Type Indicator (MBTI) to develop a more comprehensive behavioral profiling system for health behavior interventions, demonstrating that combining models can provide deeper insights into individual behavior.

Research on team effectiveness also reinforces the value of behavioral understanding. Brock et al. (2017) identified key characteristics of high-performing teams and highlighted the role of behavioral awareness in enhancing productivity. Likewise, Ogbonnaya et al. (2018) emphasized that organizational support, including training and collaborative practices, contributes significantly to employee well-being and service outcomes. These studies collectively suggest that recognizing individual behavioral differences, such as those outlined in DISC, can facilitate the development of more supportive and productive work environments. Overall, prior research consistently demonstrates that DISC personality profiling is effective in enhancing communication, leadership development, and team performance across diverse contexts, including education, healthcare, and digital environments. However, most of these studies focus on interpersonal dynamics and behavioral understanding rather than their application in structured recruitment and employee placement processes. Consequently, DISC tends to be used more as a descriptive or developmental tool than as an analytically operationalized instrument for assessing person-job fit.

Moreover, there remains a noticeable gap in the literature regarding the systematic integration of DISC-based behavioral profiles with predefined job requirements, particularly in public sector recruitment systems where decision-making often relies on subjective judgment and lacks standardized behavioral assessment frameworks. This limitation highlights the need for more rigorous approaches that connect behavioral profiling with evidence-based recruitment and placement decisions. From a human resource management perspective, DISC offers valuable insights for evaluating employee suitability, mapping personality traits, and optimizing team performance by providing a better understanding of individual differences (Angelika & Angriyani, 2024). Nonetheless, several scholars have also raised concerns regarding the model's limitations, particularly its reliance on only four primary dimensions. This simplification may not fully capture the complexity of human personality and may risk reinforcing stereotypes if applied uncritically (Brock et al., 2017; Utami & Hartanto, 2020).

The DISC model's validity has been supported by substantial research in psychology and organizational studies. Over four decades, various DISC-based instruments have been developed and refined. These tools offer reliable scores and consistency (Beedu, 2021; Price, 2015). Rigorous empirical testing, including construct validation and reliability analysis, has supported these developments. Factor analysis and interscale correlation methods also show strong alignment with Marston's original framework. This reinforces the model's scientific credibility.

The model is practical and accessible for understanding individual behavior and supporting development. However, its focus on only four behavioral dimensions has drawn academic criticism. This simplification may not capture the full complexity of human personality. If used without critical consideration, it can lead to overly generalized interpretations or reinforce stereotypes. It is important to use DISC in a balanced and critical way. Recognition of its empirical strengths and limitations helps practitioners and researchers use the model effectively. In practice, it is recommended to complement DISC with other tools or frameworks. This approach offers a more nuanced and comprehensive evaluation of individual behavior in organizational settings.

3. RESEARCH METHOD

This study adopts a mixed-methods approach with a descriptive-exploratory design to examine the alignment between candidates' personality traits and job specifications using the DISC framework (Dominance, Influence, Steadiness, and Compliance). The selection of this design follows the perspective of Moeller et al. (2016), which emphasizes that mixed methods are particularly suitable when a research problem requires both quantitative measurement and qualitative interpretation to provide a comprehensive understanding. In this study, the concept of person-job fit involves not only measurable behavioral tendencies but also contextual interpretation within organizational settings, thereby necessitating methodological integration.

From a quantitative perspective, this study utilizes a standardized DISC personality assessment, which produces numerical scores and categorical behavioral profiles (D, I, S, and C). These results enable objective measurement of candidates' behavioral tendencies and facilitate the identification of patterns across individuals using descriptive statistics. Such quantitative analysis supports the mapping of behavioral distributions and progression rates across recruitment stages. However, as highlighted in mixed-methods research, numerical findings alone are insufficient to explain contextual meaning. Therefore, a qualitative component is incorporated to complement and enrich the analysis. Through content analysis, thematic interpretation, and observational insights, this study examines how DISC behavioral profiles relate to specific job requirements and organizational contexts. The integration of quantitative and qualitative approaches follows a complementary logic, where statistical patterns are interpreted and contextualized to support more meaningful recruitment and placement decisions. Additionally, the use of multiple data sources including DISC results, administrative records, interview outcomes, and observational notes enables data triangulation, enhancing the validity and robustness of the findings.

The study was conducted at Politeknik STIA LAN Bandung, a public sector higher education institution, over a three-month period from March to May 2025. The research aims to evaluate the effectiveness of DISC personality profiling in supporting recruitment processes and improving alignment between individual characteristics and job requirements, ultimately providing evidence-based recommendations for employee placement. The research

population consisted of all applicants participating in the recruitment process during the study period (N = 83), including both new applicants and contract extension candidates.

Following the administrative screening stage, only 39 applicants met the eligibility requirements and were therefore qualified to proceed to the DISC assessment stage. All eligible candidates who completed the DISC assessment were included in the analysis, applying a total sampling (census) approach for the quantitative component (n = 39). From this group, 37 candidates subsequently advanced to the interview stage, based on role availability and the results of the initial screening process. This subset was treated as purposive sampling, as it represents candidates who fulfilled administrative criteria and were considered most relevant for further evaluation in recruitment and placement decisions. Inclusion criteria included applicants who passed administrative screening and completed the DISC assessment, while exclusion criteria comprised incomplete administrative documents and missing DISC responses. This stepwise reduction (83 → 39 → 37) reflects a structured selection pipeline and ensures that the analysis focuses on candidates who met both administrative and behavioral assessment criteria.

Table 1. Summary of Research Methodology

Component	Description
Research Design	Mixed-methods with descriptive-exploratory approach
Theoretical Framework	DISC Personality Model (D, I, S, C)
Research Location	Politeknik STIA LAN Bandung
Data Collection Period	March - May 2025
Population	83 applicants (new applicants and contract extensions)
Administrative Screening	39 applicants passed eligibility requirements
DISC Sample	39 candidates (total sampling/census)
Interview Sample	37 candidates (purposive sampling)
Instrument	Standardized DISC personality assessment (digital)
Data Types	Quantitative (numerical DISC scores), Qualitative (interview & observation)
Data Sources	DISC results, administrative records, interviews, observation notes
Analysis Techniques	Descriptive statistics, content analysis, thematic analysis
Key Analysis Focus	Person-Job Fit (behavioral alignment with job requirements)
Research Output	Behavioral mapping and recruitment recommendation

Source: Processed Data, 2025

Table 1 summarizes the overall research methodology, while Figure X illustrates the stepwise research process. The flowchart demonstrates the integration of quantitative and qualitative components, beginning from the full population (N = 83), followed by administrative screening (n = 39), and culminating in interview-based qualitative analysis (n = 37). This structured process highlights the application of a mixed-methods design in evaluating person-job fit through both standardized DISC assessment and contextual behavioral interpretation.

The research procedure involves several stages:

1. Administering the standardized DISC assessment to eligible candidates;
2. Mapping DISC behavioral profiles against predefined job specifications;
3. Utilizing DISC results as supporting data for interview and placement decisions;
4. Conducting interviews and observational assessments for shortlisted candidates.

The primary instrument used in this study was a standardized DISC personality test, administered digitally and interpreted using standardized scoring guidelines. Data were collected from multiple sources to ensure comprehensive coverage, including DISC assessment results, administrative screening records, interview outcomes, and observational notes recorded by recruitment officers during the selection process.

Data analysis was conducted using both quantitative and qualitative techniques. Descriptive statistics were applied to summarize numerical data, including the number of candidates progressing through each recruitment stage and the distribution of DISC behavioral profiles. In parallel, qualitative analysis through content and thematic approaches was employed to interpret behavioral patterns in relation to job requirements. Furthermore, person-job fit analysis was conducted by systematically comparing candidates' DISC profiles with predefined behavioral criteria for each position, to identify alignment patterns as well as potential mismatches to support recruitment and placement decisions.

Thus, the research design is classified as a mixed-methods approach, as it integrates standardized DISC testing (quantitative), numerical results and descriptive statistical analysis, with qualitative interpretation of behavioral patterns, ensuring both measurement rigor and contextual understanding in evaluating recruitment and placement processes within a public sector context.

4. RESULT AND DISCUSSION

This Results and Discussion section focuses on empirical outcomes and their implications for person job fit rather than reiterating recruitment described in the method section. Following person-job fit theory, the study interprets DISC profiles as person-side behavioral indicators and compares them with role specific behavioral requirements as the job side reference, thereby operationalizing behavioral demand-abilities fit at the job role level.

4.1. Recruitment Challenges and Organizational Performance

Organizations consistently strive to recruit high-quality human resources; however, mismatches between employee placement and job expectations often occur. Interviews with the Head of the Household and State Property Subdivision at Politeknik STIA LAN Bandung revealed that several employees exhibited suboptimal performance, as reflected in employee satisfaction surveys. These findings indicate the need for a more strategic, personality-based recruitment approach to better align individual characteristics with job requirements.

Based on the results of a preliminary interview with Mr. F, Head of the Household and State Property Subdivision Politeknik STIA LAN Bandung, it was found that there are indications of employee mismatches, accompanied by inappropriate job placements. These conditions have implications for employee satisfaction survey results, which indicate low performance among Contract Civil Servants. Currently, employee placement is primarily based on selection outcomes, while decision-making and placement processes remain predominantly subjective. This situation occurs due to the absence of standardized behavioral instruments and assessment rubrics to align job requirements with candidates' individual characteristics. This study employs an exploratory descriptive approach aimed at designing and implementing a DISC based integration mechanism within the Contract Civil Servants recruitment process as supportive data for placement decisions. The proposed mechanism seeks to identify compatibility patterns and reduce the risk of job-employee mismatches across positions.

To address these challenges, the DISC (Dominance, Influence, Steadiness, and Compliance) framework was integrated into the recruitment process. Prospective employees completed a computer-based DISC assessment, providing insights into their behavioral tendencies. These results were then matched with the demands of available job positions to ensure that selected candidates possessed personality traits aligned with their roles. This approach is expected to minimize placement mismatches and improve overall organizational performance.

4.2. Recruitment Stages and Job Vacancy Data

The recruitment process implemented in this organization is systematically designed to ensure each stage is transparent, objective, and aligned with human resource management standards. These stages not only serve as a selection mechanism but also as a means to assess candidates' suitability to the organization's needs, both in terms of technical competency and behavioural characteristics. Each step in this process plays a crucial role, from disseminating vacancy information to announcing the final results, to ensure recruitment of the best-qualified individuals. In general, the recruitment stages implemented include several steps as follows:

1. Announcement of job vacancies via the organization’s website and external job portals.
2. Submission of administrative documents (curriculum vitae, identity, supporting documents).
3. Screening of administrative files.
4. DISC assessment and interview with the recruitment team.
5. Final selection and announcement of accepted candidates.

As part of human resource needs planning, management at Politeknik STIA LAN Bandung conducted an analysis of positions requiring additional personnel to support optimal organizational performance. This analysis considered workload, service needs, and targets for achieving the organization's vision and mission. Based on the identification process, a complete list of positions and divisions requiring additional staff was compiled, along with recommended staffing levels for each. Once these needs were identified, the organization proceeded to a systematic recruitment process, starting with the vacancy announcement and continuing through the final selection process to ensure that selected candidates met the expected qualifications and behavioural profiles. Details of these needs are presented in Table 2 below:

Table 2. Number of Recommendations for Employee Needs

No.	Job Position	Number of Employees Needed
1	Student Affairs Customer Service	2
2	Receptionist	1
3	Security Officer	12
4	Library Administrative Staff	1
5	Cleaning Staff	16
6	Technician	2
7	Driver	3
Total Vacancies		37

Source: Processed Data, 2025.

Based on Table 2, the data shows that 37 job openings were available across seven different positions. This new employee recruitment is the result of analysis and is planned to facilitate smooth business processes within the organization, ensuring the optimal achievement of the organization's strategic objectives, vision, and mission. This need arises in response to increasing workloads and more complex service demands, necessitating competent human resources who meet organizational standards. The initial recruitment phase began with job postings on the institution's official website and various external job search portals. This strategy aims to reach a wider pool of potential applicants and ensure transparency in the recruitment process. Based on this information dissemination, 83 applicants submitted and administrative documents to participate in the new employee selection process. Documents collected included a curriculum vitae (CV), identification documents, and other supporting documents relevant to the position applied for.



Figure 1. Data Submission

Source: Personal Documentation, 2025

After data collection is complete, the process proceeds to the administrative selection stage. At this stage, the recruitment team verifies the completeness and validity of the documents uploaded by applicants and ensures compliance with the established requirements for each position. The administrative selection results indicated that 39 applicants met the requirements and were eligible to proceed to the next stage, the DISC test. The DISC assessment phase is a crucial part of the recruitment process because it evaluates candidates' behavioral profiles to determine their alignment with the position's requirements. Using a digital format and a forced-choice method, this assessment objectively identifies dominant behavioral tendencies, helping organizations place candidates who not only meet technical qualifications but also demonstrate a behavioral fit with the work culture and the position's requirements.

The recruitment funnel in this study was as follows: 83 applicants submitted administrative documents; 39 applicants passed administrative screening and completed the DISC assessment as shown Figure 1; and 37 candidates proceeded to interviews. Table 4

presents an excerpt of DISC mapping records as illustrative examples; the full DISC dataset includes all administratively qualified candidates who completed the assessment (n = 39).

4.3. Implementation of DISC Assessment

During the implementation phase, the initial DISC assessment was administered digitally to ensure efficiency, accuracy, and ease of access for all applicants. Using a digital platform (Google Forms) will accelerate data collection, reduce manual errors, and deliver results that can be automatically processed. Each candidate is asked to answer 24 statements in a forced-choice format, selecting one that best describes them and one that least aligns with their personality. This format is designed to minimize social bias and overly normative responses, allowing for more objective identification of dominant behavioral tendencies

Utilizing a digital format offers advantages not only in speed and accuracy but also in the system's ability to instantly generate DISC profile reports. These profiles encompass four key dimensions: Dominance (D), Influence (I), Steadiness (S), and Compliance (C), which are then compared to the ideal profile for each job position. Thus, recruitment teams can assess candidate suitability not only from a technical competency perspective but also from a behavioral and work style perspective, which has been shown to increase employee placement effectiveness (Angelika & Angriyani, 2024); (Utami & Dwi Hartanto, 2020). This study demonstrates that the forced-choice format reduces response bias and increases the reliability of personality measurements (The DISC Classic Validation Report, 2020). Furthermore, the use of digital technology in psychometric assessments has been recognized as a more adaptive and accurate approach than conventional methods (Disc Profile, 2025). Therefore, implementing a digital DISC assessment in a forced-choice format offers practical benefits and has a strong scientific basis, making it a relevant method for modern recruitment processes.

Table 3. Characteristics of DISC in Positions

No	Job Position	Expected DISC Profile
1	Student Affairs Customer Service	S/C
2	Receptionist	S /C
3	Security Officer	D/S/C
4	Library Administrative Staff	S/C
5	Cleaning Staff	D/I /S
6	Technician	S/C
7	Driver	D/I/C

Source: Processed Data, 2025

Decision Rule for Person–Job Fit. Fit was determined using a structured behavioral rubric that compared each candidate’s dominant DISC tendencies with the expected behavioral profile for the target role. A candidate was categorized as “fit” when the DISC profile contained the expected dominant tendencies for the target role (e.g., S/C for service and administrative roles; D related assertiveness for security/driver roles). Cases with partial alignment were flagged for further probing during interviews, and final recommendations were reached through interview triangulation rather than DISC scores alone.

These expectations were formulated before administering the DISC test. They were based on the behavioral characteristics that are most appropriate for each position. For example shown at Table 3, positions that require intensive interaction and a high level of patience, such as Customer Service and Receptionist, are better suited to individuals with the

Steadiness (S) and Compliance (C) dimensions. These dimensions reflect stability, thoroughness, and the ability to follow procedures. In contrast, positions that require decisiveness and quick decision-making, such as Security Officer or Driver, are better filled by individuals with high scores on the Dominance (D) and Influence (I) dimensions. These reflect courage, initiative, and adaptability in dynamic situations.

This stage forms a foundation for the DISC assessment process in the next step. Once the ideal profile is set, the DISC test is given to identify each candidate's behavioral tendencies. The test results are then compared with the expected profile to determine how well individual characteristics fit job demands. This approach not only helps ensure appropriate placement but also supports a harmonious and productive work environment. The implementation of the DISC test in the recruitment process is shown in Figure 2.



Figure 2. DISC Implementation Activities

Source: Personal Documentation, 2025

In this test, participants are required to respond to 24 statements in which they have to choose which statement best describes the applicant's self and which one least describes the applicant's self. From the input data, the results will immediately come out in the form of information and personal tendencies of each applicant, and from the data in the form of existing information, it can then be compared with the DISC in the position for further details can be seen from table 4. below:

Table 4: Results of the DISC Process

No	Name	Position Applied	Expected DISC	DISC Results	Recommendations
1	JJ	Cleaning Service	D / I / S	S, C	Recommended
2	MI	Cleaning Service	D / I / S	C	Recommended
3	SI	Cleaning Service	D / I / S	C	Recommended
4	YM	Cleaning Service	D / I / S	C	Recommended
5	AS	Cleaning Service	D / I / S	C, S	Recommended
6	RS	Cleaning Service	D / I / S	C, S	Recommended
7	RYN	Cleaning Service	D / I / S	I, D	Recommended
8	UH	Cleaning Service	D / I / S	C, S	Recommended
9	WW	Cleaning Service	D / I / S	I, C, S	Recommended
10	ADK	Cleaning Service	D / I / S	C, S	Recommended

No	Name	Position Applied	Expected DISC	DISC Results	Recommendations
11	DH	Cleaning Service	D / I / S	I, C	Recommended
12	EA	Cleaning Service	D / I / S	C, S	Recommended
13	IK	Cleaning Service	D / I / S	C	Recommended
14	IH	Cleaning Service	D / I / S	S, C	Recommended
15	J	Cleaning Service	D / I / S	C, S	Recommended
16	MM	Cleaning Service	D / I / S	I, C	Recommended
17	PAK	Cleaning Service	D / I / S	I, S, C	Recommended
18	RH	Cleaning Service	D / I / S	C	Recommended
19	RA	Cleaning Service	D / I / S	C, S	Recommended
20	ANP	Cust. Service	S / C	C, S	Recommended
21	IAP	Pengadm. Umum Perpustakaan	S / C	C, S	Recommended

Source: Processed Data, 2025

Based on Table 4. the selection process focuses not only on administrative completeness but also on the suitability of candidates' behavioral characteristics to the requirements of the position for which they are applying. After the DISC assessment stage was completed, each candidate's behavioral profile is compared with the expected characteristics for the position. If there is a significant match between the candidate's DISC dimensions and the previously formulated profile, the candidate was recommended to proceed to the interview stage. This approach ensures that the recruitment process combines technical and behavioral aspects, so that the selected individual not only meets the administrative requirements but also has the potential to adapt to the organization's work culture and demands.

Table 5. DISC Recap

Dimension	Appearance (in All Candidates)	Dominant (First Letter)
D	1	0
I	5	5
S	13	2
C	20	14

Source: Processed Data, 2025

Table 5. shows an interesting pattern in the distribution of the DISC dimensions, providing information on candidates' behavioral tendencies. The Compliance (C) dimension appears most dominant, both in total occurrences (20) and as the first letter (14 candidates). This finding suggests that the majority of job candidates possess characteristics associated with high adherence to procedures, thoroughness, and work quality. This Compliance (C) dimension profile is well-suited for jobs or roles that require consistency, accuracy, and adherence to operational standards, such as administrative functions or regulatory-based services. The dominance of the C dimension also reflects a work culture that tends to be formal and structured, a common feature of public sector organizations. Furthermore, the Steadiness (S) dimension ranks second with 13 occurrences, indicating that candidates are predominantly stable, patient, and consistent. Although only two candidates had S as the dominant letter, its

presence in profile combinations (e.g., C-S) indicates potential suitability for work environments that require perseverance and teamwork.

On the other hand, the Influence (I) dimension appeared moderately (5 times) and was dominant in five candidates. Candidates with the I profile tend to be communicative, persuasive, and social, making them potentially suitable for roles that require intensive user interaction or cross-unit coordination. Meanwhile, the Dominance (D) dimension was very low (only appeared once, and no candidates had dominant D), indicating a limited number of candidates with assertive, results-oriented, and quick decision-making characteristics. This may affect suitability for positions that require assertiveness, such as Security Officer and Driver. If an organization requires more D profiles for a particular role, the recruitment strategy can be adjusted by refining the vacancy criteria, selecting the right recruitment channel behavioral, or setting suitability criteria during the selection stage. This matching process is based on the principle of person-job fit, which emphasizes the importance of alignment between individual characteristics and job requirements. By utilizing the DISC assessment, organizations can identify candidate behavioral tendencies, such as conscientiousness, stability, assertiveness, or communication skills, that are relevant to the available position. Candidates who demonstrate behavioral alignment with the expected profile have a greater chance of delivering optimal performance and supporting team effectiveness. Once recommended, candidates proceed to the interview stage to assess technical competency, experience, and confirm behavioral suitability in a real-world context. The interview process is shown in Figure 3.



Figure 3. Interview Process

Source: Personal Documentation, 2025

Candidates who pass the DISC screening stage are invited to an interview. At this stage, the DISC assessment results are used as supporting data to guide the interview process and decision-making. Information from the DISC profile helps interviewers understand the candidate's behavioral tendencies, allowing them to direct questions to explore aspects relevant to the position being applied for. Thus, the interview not only assesses technical

competency and work experience but also confirms the candidate's behavioral suitability in a real-world context.

Recruiters use the DISC profile to assess communication style, stress response, and potential team compatibility. This integrated approach, which combines administrative screening, DISC behavioral mapping, and structured interviews, enhances the quality of the recruitment process by adding a behavioral dimension to decision-making. This strategy enables organizations to make more informed decisions, reduce the risk placement mismatches, and ultimately increase employee effectiveness and performance success. Figure 3. shows an interview session in progress during this stage

This research offers an innovative approach by integrating the DISC personality framework into the recruitment process in public sector organizations, particularly in higher education institutions. To date, the structured use of DISC has been primarily associated with private-sector talent management, while its application in public recruitment remains very limited. This study makes a significant contribution to the academic literature by demonstrating how behavioral mapping can improve placement accuracy, reduce mismatches, and improve overall recruitment outcomes in a bureaucratic environment that typically relies on administrative selection and generic interviews. Thus, this research not only fills a gap in practice but also introduces the behavioral dimension as a strategic component in recruitment decision-making.

The uniqueness of this research lies in the development of a practical model that links individual personality characteristics to job specifications, supported by empirical data and organizational feedback. The integration of DISC analysis into the early stages of recruitment adds a behavioral perspective that complements conventional selection criteria, resulting in a more comprehensive placement process. This approach not only enhances person-job fit but also provides a replicable framework for other public institutions seeking to modernize their human resource management practices. By combining behavioral assessment, administrative selection, and structured interviews, this study provides evidence that psychometric-based innovations can be effectively applied in a bureaucratic context to support talent management transformation.

Because this study does not include post-placement performance indicators or longitudinal evaluation, claims are limited to the feasibility and decision-support value of DISC for role-level placement. Therefore, statements about "improving organizational performance" and "reducing mismatches" are framed as potential or expected benefits, contingent on consistent implementation and subsequent performance tracking. The implications of this research are multidimensional and encompass policy, human resource strategy, and organizational performance. From a policy and HR management perspective, these findings provide evidence that utilizing DISC profiles can improve recruitment precision, reduce employee turnover, and boost job satisfaction. By integrating behavioral mapping into the selection process, organizations can ensure that recruited candidates not only meet administrative requirements but also demonstrate a behavioral fit with the position's requirements. This supports data-driven decision-making and reduces the risk of inappropriate placements, a common challenge in conventional recruitment systems in the public sector.

From an organizational performance perspective, alignment between individual personality and job requirements may contribute to better team dynamics, reduced risks of workplace conflict, and enhanced productivity. Furthermore, DISC assessment results can be used to design more targeted training and development programs that strengthen behavioral strengths and address areas for improvement. The scalability of this approach allows for its application across a wide range of roles and institutions, supporting broader bureaucratic reform and the adoption of evidence-based HR management practices in the public sector.

Thus, this research not only provides an academic contribution, but also offers a replicable practical framework for modernizing talent management in government environments.

Comparison with prior research. The present findings support person-job fit theory by demonstrating a practical approach to operationalizing behavioral demand-abilities fit, where person-side behavioral tendencies (DISC) are aligned with job-side behavioral requirements (Edwards, 1991). This approach is consistent with selection literature suggesting that decision makers combine different types of fit information and may prioritize job level fit depending on position characteristics (Sekiguchi & Huber, 2011). Importantly, the study treats DISC as role-level fit evidence rather than organizational culture fit, aligning with established distinctions between P - J fit and P - O fit (Kristof, 1996) and with evidence that individuals differentiate among fit perceptions (Cable & DeRue, 2002).

While the study does not test post-placement outcomes, the role level behavioral mapping offers a transparent decision support mechanism that may contribute to better placement quality which is consistent with meta-analytic evidence showing that fit is generally associated with positive work attitudes and reduced withdrawal tendencies (Kristof-Brown et al., 2005). At the same time, known critiques that DISC may oversimplify personality are addressed in this study by using role-based rubrics and interview triangulation rather than relying on DISC as a single determinant.

5. CONCLUSION

The DISC (Dominance, Influence, Steadiness, and Compliance) approach has proven to be a valuable tool in identifying the personality tendencies of prospective employees, enabling organizations to assess the alignment between individual characteristics and job specifications from the outset. The findings of this study, based on DISC assessments conducted on 39 candidates, revealed that several applicants did not match the behavioral expectations of the positions they applied for. This highlights the importance of incorporating personality profiling into the recruitment process to minimize the risk of hiring individuals who may not be well suited for their roles. To ensure the effectiveness of this approach, there must be a strong commitment from top management or authorized decision-makers to utilize DISC results as a formal consideration in employee selection and contract renewal decisions. Beyond recruitment, the DISC framework can also serve as a foundational tool for job mapping, employee placement, and long-term career development planning. By aligning personality traits with job demands, organizations can foster a more productive, satisfied, and stable workforce.

This study investigated the use of DISC personality profiling as decision-support tool to enhance person-job fit in the recruitment and placement process within a government education institution in Bandung. Specifically, the study mapped applicants' DISC behavioral tendencies against predefined behavioral requirements for seven job roles and examined how this mapping could support selection decisions and reduce reliance on subjective judgment during interviews. Empirically, the recruitment cohort initially comprised 83 applicants who submitted administrative documents; 39 applicants met eligibility requirements and progressed beyond administrative screening. The DISC personality assessment was administered only to this administratively qualified subset ($n = 39$) as part of the recruitment workflow. Based on DISC-role mapping, 38 candidates were indicated as meeting the expected behavioral profile, and 37 candidates proceeded to the interview stage for the available roles. Accordingly, the numbers reported in this study reflect a sequential recruitment funnel ($83 \rightarrow 39 \rightarrow 37$), and all conclusions regarding DISC-based person-job fit

are bounded to the administratively qualified candidates who completed the DISC assessment.

From a practical perspective, the study suggests that DISC results should be treated as supplementary evidence integrated with role specifications and structured interviews rather than as a standalone determinant of selection. Successful implementation therefore requires organizational commitment to formalize (1) role-specific behavioral rubrics, (2) clear decision rules for determining fit, and (3) documentation procedures to strengthen transparency and accountability in recruitment decision-making. However, because this study did not include post-placement performance evaluation or longitudinal follow up, conclusions are limited to the feasibility and immediate decision support value of DISC for placement, not to causal claims about performance improvement.

Future research should extend this work in at least three directions. First, longitudinal tracking is needed to test whether DISC based person-job fit predicts post-placement outcomes (e.g., probation performance, attendance patterns, supervisor ratings, engagement, and retention) over a period of 6 to 12 months. Second, comparative multi-site studies across government agencies and job families would strengthen external validity and clarify whether behavioral fit patterns differ by institutional context. Third, further methodological work should refine and validate the role-based matching rubric, including inter-rater reliability among assessors and, where possible, psychometric evaluation of the DISC version used in the local context to ensure validity and reliability. Together, these steps would enhance the scientific robustness of behavioral profiling as an evidence-informed approach to public sector recruitment and placement.

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