

The Impact of Human Resource Planning and Recruitment System on Employee Performance through Employee Placement: A Case Study in RAEOA

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ABSTRACT

Employee performance is fundamentally linked to the strategic allocation of human resources, where the alignment of skills, roles, and organizational needs determines the effectiveness of service delivery. This study investigates the influence of human resource planning, recruitment systems, and job allocation on employee performance within the Special Administrative Region of Oe-Cusse Ambeno (RAEOA), Timor-Leste. A quantitative research approach was employed, using a structured survey distributed among public servants, with the data analyzed through advanced statistical modeling. The findings reveal that human resource planning, recruitment systems, and job allocation significantly contribute to performance outcomes, both individually and collectively. Importantly, job allocation is identified as a mediating mechanism that translates planning and recruitment strategies into measurable improvements in employee performance. These results underscore the critical role of systematic workforce forecasting, competency-based recruitment, and effective placement in enhancing organizational efficiency and accountability. By contextualizing human resource practices in a resource-constrained public sector environment, the study contributes to the empirical literature on strategic human resource management in developing and post-conflict economies and offers practical insights for policymakers and practitioners seeking to strengthen institutional capacity and service delivery.

Keywords: Human Resource Planning, Recruitment Systems, Job Allocation, Employee Performance.

1. Introduction

Human resource planning (HRP) and recruitment are increasingly recognized as critical drivers of organizational performance, particularly in environments where human capital is the main determinant of service quality, innovation, and resilience. Effective HRP ensures that organizations have the right talent in the right place at the right time by combining forecasting, competency mapping, succession planning, and recruitment strategies that secure qualified individuals to meet both current and future demands. Recent empirical studies confirm that structured HR planning enhances alignment with strategic goals, improves operational efficiency, and fosters innovation (Arees, 2025; Georgescu et al., 2024; Oyewole, Oladipo and Adedoyin, 2024). Likewise, the strategic integration of HRP with recruitment strengthens organizational adaptability and resilience (Vegas-Gallo, Rodríguez and Torres, 2025; Gomathy, Nithya and Ramesh, 2022; Hassan and Abdullahi, 2025).

Despite this consensus, debates persist regarding the orientation and contextual applicability of HRP and recruitment practices. From the perspective of strategic human resource management (SHRM), HRP is a mechanism for aligning human capital with long-term organizational objectives and ensuring sustainability (Wright and Ulrich, 2017; Bakić, 2024). In contrast, behavioral perspectives argue that HRP must remain adaptive to context, emphasizing institutional culture, employee engagement, and local dynamics as determinants of effectiveness (Jackson, Schuler and Jiang, 2020; Georgescu, Constantinescu and Dobrescu, 2024). In developed economies, the discourse has shifted towards digital recruitment platforms, AI-driven HR analytics, and employer branding (Alexandro, 2025; Farndale et al., 2021). Conversely, research in developing contexts continues to grapple with issues such as labor informality, limited institutional capacity, and weak regulatory frameworks (Jaradat,

Khan and Abbas, 2025; Oyewole, Oladipo and Adedoyin, 2024). This divergence raises questions about the transferability of global HRM models across contexts, particularly in smaller, resource-constrained economies (Bakić, 2024; Vegas-Gallo, Rodríguez and Torres, 2025).

This challenge is particularly visible in Timor-Leste. As a young post-conflict nation, the country has prioritized human capital development as a foundation for national growth. Nevertheless, it faces persistent challenges, including skills shortages, dependence on external expertise, high youth unemployment, and resource scarcity. These factors constrain organizational capacity to implement effective HR planning and recruitment, while also creating urgent demands for context-sensitive strategies that can sustain workforce development (Negt and Haunschild, 2025; Jaradat, Khan and Abbas, 2025). Despite the importance of these issues, empirical studies on HRP and recruitment within Timor-Leste remain scarce, with most evidence derived from advanced or larger emerging economies where institutional and economic realities differ markedly (Arees, 2025; Hassan and Abdullahi, 2025).

The gap in scholarship is not only empirical but also theoretical. Much of the existing HRM literature highlights the importance of leadership, capacity building, and strategic alignment in shaping HR practices (Georgescu, Constantinescu and Dobrescu, 2024; Vegas-Gallo, Rodríguez and Torres, 2025). However, these studies seldom explore how such factors interact in fragile economies with evolving governance systems and strong cultural traditions. In contexts such as Timor-Leste, where institutional frameworks are still consolidating and cultural norms deeply influence workplace behaviour, generic HR models may fail to produce desired outcomes. Without context-specific evidence, policymakers and organizational leaders risk adopting approaches that lack cultural sensitivity and practical feasibility (Jaradat, Khan and Abbas, 2025; Oyewole, Oladipo and Adedoyin, 2024).

This study therefore seeks to address these gaps by examining the interplay between HRP, recruitment, employee allocation, and employee performance in Timor-Leste. By analysing how these elements interact to influence organizational effectiveness, the research contributes to filling a critical gap in the HRM literature while also offering locally grounded insights for practitioners and policymakers. Theoretically, it extends HRM scholarship by situating HRP and recruitment within a small, post-conflict, developing-economy framework (Hassan and Abdullahi, 2025; Georgescu, Constantinescu and Dobrescu, 2024). Practically, it generates evidence-based recommendations to guide the design of human capital strategies relevant to Timor-Leste's socio-economic realities. In doing so, the research bridges global debates with local realities, addressing issues largely overlooked in the current literature (Arees, 2025; Vegas-Gallo, Rodríguez and Torres, 2025).

2. Literature Review and Hypothesis Development

2.1. Conceptual Review

2.1.1. Human Resource Planning

Human Resource Planning (HRP) is a critical component of organizational strategy, ensuring that companies can meet labor requirements while aligning with long-term objectives. It facilitates the availability of the appropriate quantity and quality of employees at the right time, thereby enabling organizations to achieve both operational efficiency and strategic competitiveness (Hassan and Abdullahi, 2025; Nurbaya, Indrawan and Putri, 2023; Riyami and Banu, 2019). Earlier scholarship emphasized HRP as a mechanism for matching labor supply with demand to guarantee organizational stability (Mangkunegara, 2013; Nawawi, 2017). More recent perspectives extend this view, highlighting HRP's role in employee development, adaptability, and motivation, thereby fostering innovation, creativity, and high-quality performance (Arifin, 2017; Georgescu, Constantinescu and Dobrescu, 2024). In this context, HR professionals are expected not only to plan workforce numbers but also to design recruitment systems, conduct performance evaluations, and assess skill requirements for evolving roles, ensuring strategic alignment with corporate objectives (Oyewole, Oladipo and Adedoyin, 2024).

At its core, HRP is a systematic process of forecasting future human capital needs and developing strategies to meet them (Hassan and Abdullahi, 2025; Nurbaya, Indrawan and Putri, 2023; Riyami and Banu, 2019). This process typically involves workforce forecasting, skills-gap analysis, succession planning, and aligning staffing plans with long-term organizational goals (Vegas-Gallo, Rodríguez and Torres, 2025). In advanced economies, HRP is increasingly supported by digital HR analytics and predictive modeling, while in developing contexts it must adapt to challenges such as resource scarcity, fluctuating labor markets, and weak institutional capacities (Boas et al., 2021; Jaradat, Khan and Abbas, 2025). These realities underscore HRP's importance as a strategic necessity rather than a routine administrative function, particularly within fragile or resource-constrained economies.

A vital operational dimension of HRP is job distribution, which entails the allocation of roles, responsibilities, and tasks

across the organization to ensure efficiency, accountability, and equity. Effective job distribution reduces task overlap, prevents role ambiguity, and maximizes employee potential by aligning tasks with qualifications and experience (Negt and Haunschild, 2025). In this study, job distribution is conceptualized as the strategic allocation of roles based on qualifications, experience, and organizational needs, and is assessed through indicators such as role clarity, workload equity, and task alignment. By linking HRP to operational outcomes, job distribution emerges as a critical determinant of both organizational efficiency and employee satisfaction (Hassan and Abdullahi, 2025; Nurbaya, Indrawan and Putri, 2023).

Despite widespread recognition of HRP's importance, scholarly debates continue regarding its orientation. Some scholars conceptualize HRP primarily as a quantitative forecasting tool focused on balancing labor supply and demand, whereas others argue it must evolve into a strategic, adaptive process that integrates talent development, technological innovation, and cultural dynamics (Farndale et al., 2021; Bakić, 2024). This debate is particularly salient for developing countries, where volatile labor markets and institutional weaknesses limit the applicability of HR models designed in advanced economies (Jaradat, Khan and Abbas, 2025). Addressing these gaps requires empirical research that examines how HRP contributes to organizational resilience and adaptability under conditions of uncertainty, thereby expanding HRM scholarship in underexplored contexts.

2.1.2. Recruitment System

Recruitment is one of the most critical functions of human resource management, defined as the process of attracting, identifying, and appointing candidates whose skills and competencies meet organizational needs (Widnyani, 2020). Beyond securing candidates, effective recruitment also involves promoting the employer's brand, streamlining selection procedures, and ensuring fairness, transparency, and inclusivity throughout the hiring process (Putri, 2022; Kitukutha et al., 2020).

In contemporary practice, recruitment is not limited to filling vacancies but is considered a strategic tool to enhance organizational competitiveness, workforce diversity, and long-term sustainability (Hassan and Abdullahi, 2025; Oyewole, Oladipo and Adedoyin, 2024).

Classical perspectives on recruitment emphasize its operational role in locating and attracting individuals to align with organizational objectives. For example, Darodjat (2015) and Samsudin (2016) define recruitment as the systematic identification and attraction of qualified individuals to fill job openings. Pottale (2016) underscores the managerial role in determining recruitment criteria, timeliness, and workforce needs, while Hasibuan (2017) notes that one of the greatest challenges in staffing is attracting top talent. A large applicant pool is often seen as an indicator of recruitment success, as it increases the probability of selecting highly qualified candidates (Putri, 2022).

More recent scholarship, however, views recruitment through a strategic human resource management (SHRM) lens. This perspective emphasizes that recruitment must be integrated

with broader corporate strategies, talent development initiatives, and technological innovations such as AI-driven recruitment platforms and digital talent acquisition systems (Alexandro, 2025; Farndale et al., 2021). In developing-country contexts, recruitment faces additional challenges, including labor market volatility, skill shortages, and institutional constraints, which require adaptive approaches tailored to local realities (Jaradat, Khan and Abbas, 2025; Negt and Haunschild, 2025).

A related dimension of recruitment is work distribution, which refers to how tasks and responsibilities are allocated within a team or department after new employees are hired. Effective work distribution ensures that new hires are smoothly integrated, workloads are equitably divided, and employees' skills are aligned with organizational needs. This process not only facilitates performance but also supports employee satisfaction and retention by promoting fairness and role clarity (Georgescu, Constantinescu and Dobrescu, 2024; Vegas-Gallo, Rodríguez and Torres, 2025).

Despite advances in theory and practice, scholarly debates remain regarding the orientation of recruitment. While some scholars still view recruitment primarily as an administrative activity focused on identifying and appointing candidates, others argue that it must evolve into a strategic function that shapes organizational culture, enhances resilience, and leverages technology to compete for global talent (Bakić, 2024; Hassan and Abdullahi, 2025). These debates highlight the need for empirical research in underexplored contexts—particularly in developing and post-conflict economies—where recruitment systems must address both immediate staffing needs and long-term capacity building under resource constraints.

2.1.3. Job Allocation

Job allocation is a critical human resource management function that significantly influences organizational effectiveness by ensuring employees are assigned roles aligned with their competencies, qualifications, and potential. Ambar and Rosida (2013) describe job allocation as a policy regulating the placement of permanent employees in specific positions, while Hariandja (2016) defines it as the assignment of employees to new or varied roles depending on organizational requirements. These perspectives highlight that allocation policies may retain employees in permanent roles or rotate them across functions to foster skill diversification and career progression.

The principle of the “right person, right place” emphasises that employees should be matched to positions based on their skills and knowledge (Kurniawan, 2022). Effective allocation enhances efficiency, innovation, and job satisfaction, whereas misallocation often leads to stagnant performance, disengagement, and diminished productivity. Although achieving accurate allocation is complex, when implemented effectively it generates significant benefits for both employees and organizations by enhancing accountability and responsibility (Ardhana, 2012; Ramadhenty et al., 2019).

From a strategic perspective, job allocation is closely integrated with the selection process, as it follows the evaluation of candidates' qualifications, experiences, and competencies to ensure responsibilities align with organizational needs (Situmwara et al., 2020). Beyond the technical match, working

conditions also play an important role, as supportive environments foster higher engagement and productivity (Astuti and Bukari, 2018). Furthermore, job allocation reflects the organization's wider capacity to manage human capital effectively, serving as a measure of its strategic workforce management capability (Yuna and Yulita, 2019).

Recent studies have extended this discussion by linking job allocation to workforce agility, adaptability, and resilience in dynamic labour markets. Organisations are increasingly expected to adopt flexible allocation systems to respond to technological change, workforce diversity, and shifting business environments (Georgescu, Constantinescu and Dobrescu, 2024; Hassan and Abdullahi, 2025). This aligns with evidence that upskilling and reskilling initiatives play a vital role in strengthening adaptability and human capital development (Hasan et al., 2024). Moreover, emerging research highlights how the use of predictive analytics and digital HR tools can enhance job allocation, enabling firms to improve workforce planning and agility (Deloitte, 2024).

An ongoing debate persists in the literature. Some scholars still conceptualise job allocation as an administrative activity centred on employee placement, while others argue that it should evolve into a strategic mechanism that fosters organisational learning, employee empowerment, and adaptability (Jaradat, Khan and Abbas, 2025; Vegas-Gallo, Rodríguez and Torres, 2025). Addressing this debate requires empirical studies in developing and transitional economies to explore how job allocation can be optimised under conditions of resource scarcity, labour volatility, and institutional weakness.

2.1.4. Employment Performance

Employee performance is widely recognized as a critical driver of organizational success, encompassing the extent to which individuals achieve job-related objectives, fulfill organizational expectations, and contribute to long-term effectiveness. Contemporary scholarship increasingly emphasizes its multidimensional nature, moving beyond narrow output measures to include efficiency, adaptability, creativity, and behavioral contributions that sustain organizational resilience and competitiveness (Buil et al., 2019; Aguinis, 2022). This broader perspective reflects the growing consensus that performance is not only about productivity but also about how employees innovate, collaborate, and adapt to change. Recent reviews further confirm that employee performance must be understood as the outcome of both individual behaviors and organizational systems that enable and support such behaviors (Van Veldhoven, 2023).

A core debate in the literature concerns how performance should be classified and measured. The dominant framework distinguishes between task performance and contextual performance. Task performance refers to role-specific duties such as productivity, timeliness, and accuracy, whereas contextual performance captures extra-role behaviors including adaptability, cooperation, and organizational citizenship that enhance the work environment (Motowidlo & Van Scotter, 1994; Podsakoff et al., 2018). While historically treated as distinct, recent empirical studies argue that these two dimensions are interdependent, particularly in environments characterized by

complexity and rapid change, where collaboration and innovation are as essential as technical execution (Inuwa, 2016; Purwanto et al., 2022). This suggests that performance frameworks must adopt a more integrated approach, recognizing that both dimensions jointly sustain organizational effectiveness.

The importance of employee performance varies depending on institutional and economic contexts. In advanced economies, performance is primarily linked to competitiveness, innovation, and productivity gains. In contrast, in developing and fragile economies it functions as a proxy for institutional capacity and legitimacy, influencing not only efficiency but also accountability and citizen trust in public institutions (Negt & Haunschild, 2025). For example, evidence from cross-country studies in public administration highlights that performance outcomes are strongly associated with policy credibility and citizen satisfaction, indicating that performance is not merely an operational concern but also a governance imperative (Park & Lee, 2023). These contextual variations fuel debates over whether performance should be measured narrowly in terms of efficiency or more broadly to include dimensions of fairness, accountability, and societal impact (Jaradat, Khan & Abbas, 2025).

The determinants of employee performance are also widely debated. On one hand, organizational-level factors such as human resource planning, recruitment systems, job allocation, leadership, and organizational culture are consistently identified as central enablers (Georgescu, Constantinescu & Dobrescu, 2024). On the other hand, individual-level characteristics—including education, experience, motivation, personality, and self-efficacy—play equally critical roles (Judge et al., 2017). Recent meta-analyses show that conscientiousness and self-efficacy strongly predict contextual performance, while effective HR practices improve both task and discretionary behaviors (Sulea et al., 2022). The debate centers on whether performance outcomes are primarily shaped by systems or by individual agency. Increasingly, scholars argue that an integrative perspective is needed, recognizing that performance emerges from the interaction between organizational structures and individual capacities (Amin et al., 2023).

Equally contested are the indicators used to measure employee performance. Traditional frameworks emphasize service quality, efficiency, creativity, personal effort, and goal achievement (Robbins, 2016; Wiryanawati & Rahmawati, 2020). However, critics argue that these indicators are static and fail to capture emerging dimensions such as digital adaptability, sustainability, and resilience, which have become central in contemporary organizations (Georgescu, Constantinescu & Dobrescu, 2024). Recent studies highlight the importance of incorporating indicators related to digital work and continuous learning, particularly as organizations adopt data-driven management systems and digital platforms to evaluate and enhance employee contributions (Van Veldhoven, 2023; He et al., 2023). This reflects an ongoing debate about whether performance metrics should remain rooted in traditional measures or evolve into more adaptive frameworks aligned with technological, social, and environmental shifts.

2.2. Theoretical Frameworks and Hypothesis Development

This study is anchored in three interrelated perspectives: the Resource-Based View (RBV), Human Capital Theory (HCT), and Strategic Human Resource Management (SHRM). The RBV emphasizes that organizations gain sustained advantage not only through the possession of valuable, rare, inimitable, and non-substitutable resources, but through their strategic deployment (Barney, 1991; Wright, Coff & Moliterno, 2014). HCT highlights that investments in education, skills, and experience enhance productivity and institutional effectiveness, positioning human capital as a critical driver of organizational performance (Becker, 1964; Amin et al., 2023). SHRM, meanwhile, underscores that HR practices must be strategically aligned with organizational objectives, transforming human capital into tangible outcomes such as efficiency, accountability, and service delivery (Wright & Ulrich, 2017; Farndale et al., 2021). Within this integrated framework, HRP develops capabilities, RS secures talent, and JA operationalizes these capacities into roles that maximize contribution (Georgescu, Constantinescu & Dobrescu, 2024; Negt & Haunschild, 2025).

2.2.1. Human Resource Planning and Employee Performance

Human Resource Planning (HRP) provides the foundation for aligning workforce competencies with institutional needs through forecasting, training, and succession planning. Empirical research consistently shows that structured HRP enhances productivity, quality outcomes, and innovation (Jiang, Lepak, Hu & Baer, 2012; Boon, Den Hartog & Lepak, 2019). Public-sector studies also demonstrate that systematic HRP reduces skill mismatches and improves service delivery (Noer et al., 2017; Hassan & Abdullahi, 2025). Evidence from fragile and developing economies reveals that embedding HRP in institutional planning cycles strengthens efficiency and accountability, even in contexts of resource scarcity (Jaradat, Khan & Abbas, 2025; Al Suwaidi & Alshurideh, 2023). These findings support the first hypothesis:

H1: Human resource planning has a significant impact on employee performance.

2.2.2. Recruitment Systems and Job Allocation

Recruitment systems act as the gateway for acquiring human capital, and their effectiveness strongly influences job allocation accuracy. Transparent and competency-based recruitment processes are consistently linked with improved placement fit and workforce stability (Ekwoaba, Ikejiama & Ufoma, 2015; Oyewole, Oladipo & Adedoyin, 2024). Evidence from emerging economies confirms that merit-based recruitment improves adaptability and reduces inefficiencies in public institutions (Vegas-Gallo, Rodríguez & Torres, 2025; Putra et al., 2023). Research in selection science further shows that structured methods, such as cognitive ability tests, structured interviews, and work samples, predict higher post-hire performance and enable more precise placement (Schmidt, Oh & Shaffer, 2016; Campion et al., 2016; Derous & Ryan, 2019). Based on this evidence, the second hypothesis is proposed:

H2: Recruitment systems have a significant impact on employee allocation.

2.2.3. Job Allocation and Employee Performance

The deployment of employees into appropriate roles is central to maximizing performance outcomes. Person–job fit and role clarity are robust predictors of both task and contextual performance (Kristof-Brown, Zimmerman & Johnson, 2005; Oh et al., 2014). Studies in public organizations highlight that accurate allocation fosters service quality, motivation, and engagement (Georgescu, Constantinescu & Dobrescu, 2024; Purwanto et al., 2022). Conversely, misallocation diminishes efficiency, morale, and innovation (Baard, Ren & Zhao, 2014; Kurniawan, 2022). Recent evidence from developing contexts further reinforces that strategic allocation maximizes scarce skills and enhances institutional outcomes (Hasan et al., 2024). These insights justify the third hypothesis:

H3: Employee allocation has a significant impact on employee performance.

2.2.4. Human Resource Planning, Job Allocation, and Employee Performance

Job allocation also mediates the relationship between HRP and performance. SHRM frameworks identify role alignment as a primary channel through which HR practices shape productivity and engagement (Jiang et al., 2012; Gardner, Wright & Moynihan, 2011). Evidence from both developed and developing countries demonstrates that HRP, when integrated with competency-based allocation, significantly improves organizational efficiency and service outcomes (Nelwan & Pandowo, 2017; Zhang & Villanueva, 2024). RBV-based studies further argue that resources create value only when strategically deployed into roles that exploit their potential (Elrehail et al., 2020; Reynolds & Moyo, 2024). Thus, the fourth hypothesis is proposed:

H4: Human resource planning has a significant impact on employee performance through employee allocation.

2.2.5. Recruitment Systems, Job Allocation, and Employee Performance

Finally, recruitment's impact on performance is also mediated by job allocation. While recruitment ensures access to qualified talent, its ultimate effectiveness depends on the extent to which employees are placed in roles aligned with their skills. Research shows that effective recruitment combined with proper allocation improves post-hire performance, engagement, and retention (Breugh, 2013; Schmidt, Oh & Shaffer, 2016). Studies in public institutions highlight that meritocratic recruitment yields positive results when followed by competency-based placement (Jeradat et al., 2025; Widnyani, 2020). Recent evidence underscores that in fragile economies, ineffective allocation undermines the benefits of recruitment, leading to underutilization of skills and inefficiencies (Vegas-Gallo, Rodríguez & Torres, 2025; Al Mamun & Hasan, 2023). This supports the final hypothesis:

H5: Recruitment systems have a significant impact on employee performance through employee allocation.

3. Research Methods

The study was carried out within public service institutions in the Special Administrative Region of Oe-Cusse Ambeno (RAEOA), Timor-Leste. RAEOA represents a unique administrative and institutional context, making it an appropriate setting for examining human resource management practices in fragile state environments. Research authorization was formally obtained from the Office of the Authority and Public Service of RAEOA, which ensured both compliance with institutional protocols and access to the targeted respondents.

3.1. Population and Sample

The study population comprised 989 permanent public employees working under the Regional Secretariat of RAEOA. To determine an appropriate sample size, Slovin's formula was applied with a 5% margin of error, resulting in a required sample of 285 respondents. This sample size is considered adequate for generalization to the broader population and for structural equation modeling analysis (Nadya, 2018). A simple random sampling technique was adopted to guarantee representativeness and to minimize selection bias, thereby giving all employees within the population an equal probability of being included in the study.

3.2. Data Collection and Instrumentation

Primary data were collected through a structured questionnaire developed to capture the constructs under investigation. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The constructs were adapted from previously validated instruments to ensure both reliability and content validity. The HRP construct was based on George (2019) and included indicators such as manpower planning, training development, career planning, performance management, and work planning. Recruitment systems were measured following Yullyanti (2018), focusing on recruitment processes and methods. Job allocation was assessed using indicators from Hariandja (2013), which included education level, service knowledge, job-related skills, work experience, and placement supervision. Employee performance was measured using dimensions proposed by Robbins (2016), including service quality, creativity and innovation, efficiency, personal effort, and goal achievement.

Prior to full implementation, the questionnaire was pre-tested with 30 public employees who were not part of the final sample. This pre-test ensured clarity, comprehensibility, and relevance of the items. Feedback obtained from the pilot process was used to refine the instrument and minimize measurement bias.

3.3. Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0, which is well-suited for analyzing complex models with latent constructs

and relatively small to medium sample sizes (Hair et al., 2019). The analysis followed a two-stage procedure: assessment of the measurement model (outer model) and evaluation of the structural model (inner model).

In the measurement model, reliability and validity of constructs were assessed. Convergent validity was evaluated through factor loadings (> 0.70), Composite Reliability (CR > 0.70), and Average Variance Extracted (AVE > 0.50). Items with loadings between 0.60 and 0.70 were retained where theoretically justified, as permitted in exploratory research (Hair et al., 2019). Discriminant validity was examined using the Fornell–Larcker criterion, cross-loadings, and the Heterotrait–Monotrait (HTMT) ratio, with HTMT values below 0.90 considered satisfactory (Henseler et al., 2015).

In the structural model, hypothesized relationships among HRP, recruitment, job allocation, and employee performance were tested. Path coefficients were estimated using a bootstrapping procedure with 5,000 resamples to generate robust standard errors and confidence intervals. Hypothesis testing was based on T-values and p-values, with relationships deemed significant when $T > 1.96$ and $p < 0.05$, consistent with a 95% confidence level. The explanatory power of the model was assessed using the coefficient of determination (R^2), with values of 0.25, 0.50, and 0.75 interpreted as weak, moderate, and substantial respectively (Hair et al., 2019). Predictive relevance was evaluated using Stone-Geisser's Q^2 obtained via blindfolding; Q^2 values greater than zero were interpreted as evidence of predictive validity for the endogenous constructs.

4. Results

4.1. Respondents' Characteristics

The research involved a total of **285** respondents drawn from the public servants within the 989 total public employees currently working in the Regional Administrative Special Oe-Cusse Ambeno (RAEOA) under the Regional Secretariat, which includes the office of the President of the Authority.

The respondents of the survey represent both female (24%) and male (76%) public servants across various secretariats. According to the survey results, the majority of public servants in RAEOA fall within the 40-50 year age range, comprising 44.22% of the respondents. This demographic insight aligns with the findings of Jayanti & Dewi (2021), who indicated that different age groups can have a significant impact on employee performance. Furthermore, the level of education among public servants also plays a critical role in influencing their performance, as noted by Wiryawan & Rahmawati (2020). Understanding the educational qualifications of the workforce is essential for assessing their capabilities and potential contributions to organizational effectiveness. The following sections will detail the academic levels and their correlation with employee performance in RAEOA.

From these results, it is clear that the majority of public servants hold a Bachelor's Degree, constituting 59.67% of the respondents. This is followed by those with Secondary Education, who make up 24.21%. The educational background indicates a well-qualified workforce, which can significantly contribute to their performance in the RAEOA, in line with the

observations of Wiryawan & Rahmawati (2020) regarding the impact of education on employee performance. This suggests that the high percentage of respondents with Bachelor's degrees indicates that the organization may benefit from leveraging their skills and knowledge in various capacities, potentially leading to enhanced organizational effectiveness and efficiency.

The inferential analysis in this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The analysis is conducted in two stages: the outer model and the inner model.

4.2. Outer Model Analysis

The first stage (outer model) is performed to identify the validity and reliability of the indicators for each variable, assessing both convergent validity and discriminant validity to measure the model's validity. This is complemented by the reliability assessment using composite reliability, average variance extracted (AVE), and Cronbach's alpha.

Convergent Validity: Convergent validity is assessed using two parameters: outer loading (OL) and average variance extracted (AVE). Figure 4.1 presents the outer loading values from this research model. The outer loading values for all indicators exceed 0.7. According to the principles of convergent validity, these indicators are considered valid for measuring the model, as a minimum outer loading value of 0.7 is required (Hair et al., 2019). In terms of the parameter for convergent validity, the average variance extracted (AVE) indicates that an indicator is considered valid if its AVE value exceeds 0.5 (Hair et al., 2019). Table 4.1 demonstrates that the AVE values for all indicators exceed the minimum threshold of 0.5, thereby validating the indicators in this model for testing the overall model.

Discriminant Validity: In assessing discriminant validity, parameters such as the Fornell-Larcker Criterion (FL), Cross Loading (CL), and Heterotrait-Monotrait (HTMT) are utilized (see Figure 4.1). These parameters serve as criteria for validating comparisons between the square root of the average variance extracted (\sqrt{AVE}) for each variable and the correlation coefficients between the latent variables in the research model. Indicators should exhibit values significantly higher than the correlation coefficients among the latent variables in the model. According to the principles established by Hair et al. (2019), all indicator values should demonstrate validity. Therefore, these indicators can be used to test the research model.

In addition to assessing reliability, two parameters are employed: Cronbach's Alpha (CA) and Composite Reliability (CR). An indicator is considered valid if both the CA and CR values exceed 0.7 (Hair et al., 2019). In the conducted tests, the values for Cronbach's Alpha and Composite Reliability are as follows: for the first variable (EP), CA is 0.93 and CR is 0.93, with an average variance extracted (AVE) of 0.50; for the second variable (HRP), CA is 0.95 and CR is 0.95, with an AVE of 0.51; for the third variable (RS), CA is 0.88 and CR is 0.89, with an AVE of 0.64; and for the fourth variable (WP), CA is 0.94 and CR is 0.94, with an AVE of 0.62. Table 1 indicates that all CA and CR values are above 0.7, and the AVE is 0.56 for the latent variables. Therefore, all indicators used in this model

demonstrate good internal consistency, enabling the practical testing of the relationships among variables.

Table 1. Composite Reliability, Cronbach’s Alpha, and AVE result

Construct	CA	CR	AVE
Employee performance	0.935	0.941	0.505
Human resource Planning	0.950	0.955	0.510
Recruitment System	0.888	0.915	0.643
Work Placement	0.944	0.951	0.621

4.3. Inner Model Analysis

The inner model analysis (also referred to as structural model analysis) is essential for understanding the relationships among variables in this study. In this research, the parameter of interest is the R-squared (R²) value. R-squared is a metric that indicates the strength of the relationship between the variables within the model and can also be used to assess the model's predictive capability. The R-Square values are interpreted as follows: 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair et al., 2019).

Table 2 show the R-squared value for the dependent variable (EP) in this model, which is 0.506. This suggests that the relationship between the variables in this model is of moderate strength. Specifically, the model can predict 50.6% of the

variance in the dependent variable (EP), while the remaining variance may be attributed to other variables not included in the model.

Table 2. R-Square Value (R2)

Construct	R-square	Remarks
HRP	0.696	0.402
WP	0.649	0.549
RS	0.876	0.470
EP	0.506	0.692

The evaluation criteria for the inner model suggest that the research model, which integrates variables related to human resource planning, recruitment systems, staff allocation, and employee performance, is robust. Based on the assessments of both the outer and inner models, the results obtained are conducive to continuing hypothesis testing.

Hypothesis testing is conducted using path coefficients alongside the t-statistic and p-value parameters. The relationship between two variables is considered significant when the t-statistic exceeds the minimum threshold of 1.96 and the p-value is less than 0.05 (Hair et al., 2019). This statistical framework allows researchers to determine whether the relationships posited in the model are statistically significant, thereby validating or refuting the hypotheses under investigation.

Table 3. The T and P value in the Path Coefficient for the hypothesis testing

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
HRP -> WP	0.929	0.928	0.012	76.286	0.000
RS -> WP	0.470	0.468	0.056	8.410	0.000
WP -> EP	0.712	0.708	0.051	14.082	0.000
HRP -> WP -> EP	0.286	0.285	0.049	5.825	0.000
RS -> WP -> EP	0.334	0.331	0.046	7.246	0.000

4.3.1. Impact of Human Resource Planning on Employee Allocation

The test results indicate evidence that the estimated path coefficient for the direct impact of Human Resource Planning on Job Allocation is significant, with a t-statistic value of 76.286, which exceeds the minimum threshold of 1.96, and a p-value of 0.000, indicating significance at the 95% confidence level. These findings suggest that effective Human Resource Planning is positively associated with employee performance, thereby supporting Hypothesis (H1).

4.3.2. Impact of the Recruitment System on Employee Allocation

The test results further provide evidence that the estimated path coefficient for the direct impact of the Recruitment System on Job Allocation is significant, with a t-statistic value of 8.410, also exceeding the 1.96 threshold, and a p-value of 0.000, indicating significance at the 95% confidence level. This suggests that a robust Recruitment

System enhances employee performance, thereby supporting Hypothesis (H2).

4.3.3. Impact of Employee Allocation on Employee Performance

Additionally, the test results indicate that the estimated path coefficient for the direct impact of Job Allocation on Employee Performance is significant, with a t-statistic value of 14.082, surpassing the 1.96 threshold, and a p-value of 0.000, demonstrating significance at the 95% confidence level. This suggests that effective Job Allocation positively affects employee performance, supporting Hypothesis (H3).

4.3.4. Impact of Human Resource Planning on Employee Performance through Job Allocation

The results also reveal evidence that the estimated path coefficient for the direct impact of Human Resource Planning on Employee Performance, mediated by Job Allocation, is significant, with a t-statistic value of 5.825, exceeding 1.96,

and a p-value of 0.000, indicating significance at the 95% confidence level. This implies that Human Resource Planning, in conjunction with effective Job Allocation, significantly enhances employee performance, thereby supporting Hypothesis (H4).

4.3.5. Impact of the Recruitment System on Employee Performance through Job Allocation

Finally, the test results indicate evidence that the estimated path coefficient for the direct impact of the

Recruitment System on Employee Performance, mediated by Job Allocation, is significant, with a t-statistic value of 7.246, which is above 1.96, and a p-value of 0.000, also indicating significance at the 95% confidence level. This suggests that a well-implemented Recruitment System positively influences employee performance through effective Job Allocation, thus supporting Hypothesis (H5).

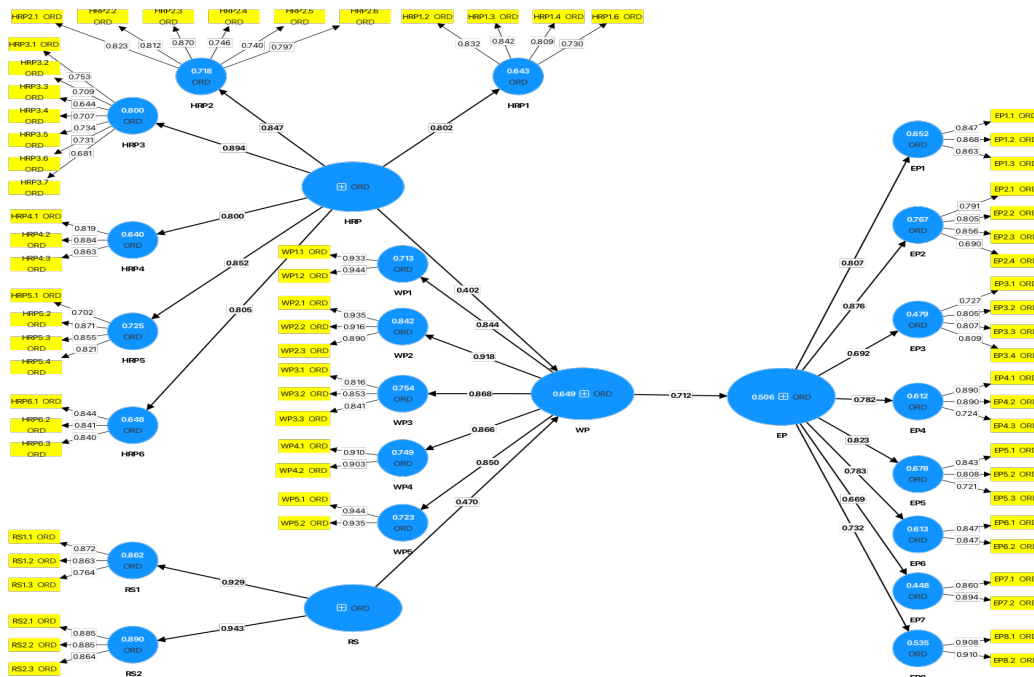


Figure 1. Path coefficient

5. Discussion

The results of this study provide robust empirical evidence that human resource planning (HRP), recruitment systems, and job allocation are significant determinants of employee performance in RAEOA, Timor-Leste. HRP has the strongest direct influence on job allocation ($\beta = 0.929, p < 0.001$), demonstrating the importance of systematic forecasting and strategic workforce planning in ensuring effective deployment. Recruitment systems also positively influence allocation ($\beta = 0.470, p < 0.001$), highlighting the role of transparent and competency-based hiring in strengthening placement accuracy. Furthermore, job allocation has a strong direct effect on employee performance ($\beta = 0.712, p < 0.001$), confirming that skill-role alignment is central to productivity and efficiency. The mediation analysis further shows that allocation is the channel through which HRP ($\beta = 0.286, p < 0.001$) and

recruitment systems ($\beta = 0.334, p < 0.001$) enhance performance. The model's explanatory power ($R^2 = 0.506$) suggests moderate predictive strength, indicating that HR practices explain a substantial portion of performance variance, though factors such as leadership quality, motivation, and organizational culture remain influential (Georgescu et al., 2024; Negt & Haunschild, 2025; Vegas-Gallo et al., 2025).

5.1. HRP and Job Allocation

The strong relationship between HRP and job allocation underscores the importance of structured planning in workforce deployment. This finding is consistent with Hassan and Abdullahi (2025), who showed that HRP reduced role mismatches and improved efficiency in African institutions, and with Nurbaya, Indrawan and Putri (2023), who found similar effects in Indonesian regional governments. Studies in other emerging economies also confirm that workforce forecasting,

competency mapping, and succession planning are essential for aligning staff capabilities with organizational goals (Oyewole et al., 2024; Jaradat, Khan & Abbas, 2025). However, this result diverges from research in developed economies, where HRP effectiveness increasingly depends on digital HR analytics, AI-assisted modeling, and predictive workforce tools (Farndale et al., 2021; Arees, 2025; Alexandro, 2025). These differences reflect institutional maturity: while advanced contexts leverage technology to refine HRP, fragile states like Timor-Leste rely more heavily on foundational practices such as manpower forecasting and basic training initiatives (Reynolds & Moyo, 2024).

5.2. Recruitment Systems and Job Allocation

Recruitment systems significantly enhance allocation outcomes, reinforcing the notion that fair and merit-based recruitment serves as a gateway to accurate employee placement. This finding is consistent with evidence from Nigeria (Ekwoaba et al., 2015), as well as more recent research in Sub-Saharan Africa and Asia that highlights the value of structured and competency-based recruitment in promoting stability and workforce quality (Oyewole et al., 2024; Vegas-Gallo et al., 2025; Hassan & Abdullahi, 2025). Studies from Latin America also emphasize that transparent recruitment reduces corruption and enhances service delivery (Zhang & Villanueva, 2024). Nonetheless, differences emerge when comparing RAEOA with advanced contexts. In Europe and North America, recruitment is increasingly mediated by AI, online platforms, and employer branding, which enhance speed and predictive accuracy (Faliagka et al., 2023; Alexandro, 2025; Georgescu et al., 2024). In RAEOA, however, recruitment remains traditional and process-driven, prioritizing transparency and fairness but limiting efficiency. This reflects the broader reality that fragile economies often prioritize procedural legitimacy and inclusivity over technological adoption (Jaradat et al., 2025).

5.3. Job Allocation and Employee Performance

The strong positive influence of job allocation on employee performance validates the “fit” perspective of HRM, which stresses the alignment of employee competencies with job roles (Baard et al., 2014; Kurniawan, 2022). Similar evidence from European institutions confirms that accurate placement fosters productivity, motivation, and innovation (Georgescu et al., 2024; Hasan et al., 2024). The present study extends these findings to RAEOA, where allocation assumes an even more critical role due to systemic skills shortages and limited access to professional development. Unlike developed economies—where mobility programs, upskilling, and continuous learning systems help correct misallocation (Farndale et al., 2021; Vegas-Gallo et al., 2025)—fragile states often lack the resources to mitigate misplacement. This structural constraint magnifies the impact of allocation, explaining why it appears stronger in RAEOA than in more mature economies (Reynolds & Moyo, 2024; Negt & Haunschild, 2025).

5.4. Mediation Role of Job Allocation

The mediation analysis highlights job allocation as the central mechanism linking HRP and recruitment to employee performance. This supports findings from Zhang and Villanueva (2024) in Latin American contexts and Reynolds and Moyo (2024) in African governments, which also reported that effective placement mediates HR strategies and performance outcomes. However, the mediation effect in RAEOA ($\beta = 0.712$) is stronger than in these comparative studies. This difference reflects the heightened reliance on placement processes in fragile economies, where the absence of leadership pipelines, advanced training systems, and digital HR infrastructures amplifies the importance of allocation (Jaradat et al., 2025; Hassan & Abdullahi, 2025). By contrast, in developed economies, the influence of job allocation is diffused by complementary enablers such as organizational culture, transformational leadership, and technological HR practices (Farndale et al., 2021; Georgescu et al., 2024).

5.5. Comparative and Contextual Insights

Overall, the findings converge with prior literature confirming HRP, recruitment, and allocation as universal drivers of employee performance (Oyewole et al., 2024; Vegas-Gallo et al., 2025; Hassan & Abdullahi, 2025). However, divergences emerge in magnitude and mechanisms. In advanced contexts, effectiveness is mediated by digital HRM innovations, while in fragile economies, foundational HR practices remain paramount (Farndale et al., 2021; Alexandro, 2025; Faliagka et al., 2023). This reinforces Jaradat, Khan and Abbas’s (2025) argument that institutional and socio-economic contexts shape the effectiveness of HR strategies. The moderate explanatory power of this study’s model ($R^2 = 0.506$) further highlights the importance of other factors such as leadership quality, engagement, and organizational culture in driving performance (Jackson, Schuler & Jiang, 2020; Negt & Haunschild, 2025; Reynolds & Moyo, 2024).

6. Conclusions and Implications

This study examined the impact of human resource planning (HRP) and recruitment systems on employee performance, with job allocation as a mediating factor, in the Special Administrative Region of Oe-Cusse Ambeno (RAEOA), Timor-Leste. The findings provide strong empirical evidence that HRP, recruitment, and job allocation significantly shape employee performance, with job allocation serving as the pivotal mechanism that translates strategic HR practices into improved outcomes. HRP demonstrated the strongest influence on job allocation, recruitment contributed positively to accurate placement, and allocation itself exerted a powerful direct effect on performance. The mediation analysis further confirmed that both HRP and recruitment indirectly enhance employee performance through allocation, while the explanatory strength of the model ($R^2 = 0.506$) indicates that HR practices account for a substantial share of the variance in performance.

The results underscore a critical insight for fragile institutional contexts such as Timor-Leste: the success of HR practices depends not only on their strategic design but also on

their operational implementation through accurate job placement. Whereas advanced economies increasingly employ digital analytics, artificial intelligence, and predictive workforce tools to refine HR processes, resource-constrained environments remain reliant on foundational practices such as manpower forecasting, transparent recruitment, and competency-based placement. These fundamental mechanisms remain the most decisive levers for driving performance improvements in fragile states.

From a theoretical perspective, this study reinforces and extends human resource management scholarship by grounding its contributions in the Resource-Based View (RBV) and Human Capital Theory. It shows that the possession of human resources is not sufficient for organizational advantage; value creation is contingent upon their strategic deployment through effective allocation. Furthermore, the study expands the discourse by illustrating that while global HRM trends emphasize digitalization, in fragile and post-conflict settings organizational effectiveness continues to hinge on the mastery of fundamental HR practices.

The practical implications for managers and practitioners in Timor-Leste are clear. Workforce planning must be systematically embedded into institutional processes rather than treated as an administrative requirement. Recruitment systems should be based on merit, transparency, and competency-based frameworks to strengthen organizational trust and enhance placement accuracy. Refining allocation systems to ensure that job assignments reflect employee skills, qualifications, and potential is equally critical. In fragile contexts, where misallocation can disproportionately weaken motivation and productivity, continuous training and mentoring initiatives are necessary to sustain workforce adaptability and effectiveness.

At the policy level, the study highlights the importance of integrating HRP into the broader public administration reform agenda in Timor-Leste. Recruitment should be anchored in transparent, merit-based processes with clear competency profiles and job descriptions to improve efficiency and accountability. While foundational practices must remain a priority, gradual investments in digital HR infrastructures—such as e-recruitment systems and HR analytics—will be essential for enhancing responsiveness and transparency. At the same time, professional development initiatives should be prioritized to strengthen institutional resilience and build a more capable, adaptable workforce.

7. Limitations and Recommendations for Future Research

While this study offers valuable insights into the influence of human resource planning (HRP) and employee performance and allocation on recruitment effectiveness in Timor-Leste, several limitations should be acknowledged.

First, the use of self-reported survey data may have introduced standard method bias and social desirability bias, as respondents might have provided favorable answers rather than entirely objective assessments of HR practices. Although procedural remedies (e.g., anonymity assurances, varied item wording) were applied, these biases cannot be completely ruled out.

Second, the cross-sectional design captures relationships at a single point in time, limiting the ability to infer causality. Longitudinal studies could better capture the dynamic interactions between HRP, employee allocation, performance, and recruitment effectiveness over time.

Third, the relatively modest R^2 value (0.506) for recruitment effectiveness indicates that other relevant predictors, such as compensation strategies, training systems, organizational culture, or external labor market conditions, were not included in the model.

Fourth, the sample was confined to a single municipality (Pante Makassar, Oe-Cusse), which may limit the generalizability of the findings to other regions or sectors in Timor-Leste. Variations in governance structures, labor markets, or sectoral characteristics could produce different outcomes.

The findings of this research yield specific recommendations for leadership within the Special Administrative Region of Oe-cusse Ambeno, as follows: Implementation of Values: Leadership, including the President of the Authority, the Coordinator of ZEEDOA, and the Regional Secretariat, should adopt and implement the values of human resource planning, recruitment systems, and effective job allocation. This will facilitate the ongoing development of employee performance in the Special Administrative Region of Oe-cusse Ambeno, Timor-Leste.

In addition, a model for enhancing employee performance should be established, taking into account the existing performance categories worldwide, which can serve as a benchmark for improvement. Continuous Research: Ongoing research should be conducted regarding employee performance at the municipal and national levels. This will ensure that resources are effectively involved in national development efforts in Timor-Leste.

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