

## **EVALUATION OF THE RECRUITMENT AND SELECTION PROCESS TO ATTRACT QUALIFIED TALENT USING THE CIPP MODEL IN PLAN INTERNATIONAL TIMOR-LESTE**

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### **ABSTRACT**

Human resource management is essential for improving employee quality, competence, and performance. Plan International Timor-Leste also recognizes human resources as a core asset, yet it faces challenges in attracting candidates whose skills fully match organizational needs. Observations indicate that some selected candidates do not always meet the required technical capacity, leading the organization to rely at times on international staff for technical support. Some recruits also resign after selection because their roles do not match their expectations or do not fully align with the organization's mission. This study evaluates the recruitment and selection system using the CIPP model to analyze context, inputs, processes, and outcomes. A qualitative descriptive method with thematic analysis was applied. The findings show that the organization requires highly qualified staff to support its programs, with recruitment inputs guided by job descriptions and person specifications. Recruitment involves several stages, including public job advertisements through digital and local media. Most selected candidates meet qualification standards and contribute effectively to program implementation, although some require additional training and adaptation. Overall, the system is functional but would benefit from strengthening input and process components to more effectively attract and retain qualified talent.

**KEYWORDS:** Recruitment, Selection, Qualified Talent, CIPP Evaluation Model, Plan International Timor-Leste.

### **I. INTRODUCTION**

Timor-Leste is a young nation that continues to strengthen its political institutions, social systems, and development programs following the restoration of independence in 2002. As a developing country with limited human resources, national progress depends heavily on the capacity of public institutions, civil society, and development partners to plan and implement programs effectively. International organizations such as Plan International Timor-Leste have played an important role in these efforts, particularly in child protection, gender equality, education, health, and community development.

Human resources are widely recognized as the most critical asset within an organization, shaping productivity, sustainability, and competitiveness more strongly than financial or physical resources (Armstrong & Taylor, 2020; Bratton et al., 2022). Effective human resource management—specifically recruitment and selection—is essential for ensuring that institutions acquire competent, motivated, and adaptable personnel (Dessler, 2020; Robbins & Judge, 2015). Ineffective recruitment practices may

result in low productivity, high turnover, misalignment between employees and organizational needs, and greater operational inefficiency (Pynes, 2013; Collings et al., 2021).

Although Plan International Timor-Leste adheres to the principles of transparency, merit-based selection, inclusiveness, and competitiveness, internal observations indicate ongoing challenges in attracting qualified talent. Some recruited candidates do not fully meet the technical requirements of programs, leading the organization to rely on international staff for technical support. Others resign shortly after recruitment because their responsibilities or job descriptions do not align with expectations—a condition often associated with weaknesses in recruitment planning and job-person fit (Tansley, 2011; Gallardo-Gallardo et al., 2015). These challenges suggest a gap between recruitment objectives and recruitment outcomes.

Given these issues, a systematic evaluation of the recruitment and selection process is necessary. This study applies the CIPP (Context, Input, Process, Product) model developed by Stufflebeam (2003) and further elaborated by Stufflebeam and Zhang (2017). The CIPP model offers a comprehensive and decision-oriented evaluation framework that examines organizational needs, inputs, implementation mechanisms, and outcomes. The model is widely used in educational, organizational, and program evaluation contexts because it enhances accountability, supports continuous improvement, and integrates stakeholder perspectives.

Using this framework, the study evaluates the recruitment and selection system of Plan International Timor-Leste across four components:

1. Context: political, organizational, and programmatic needs informing recruitment;
2. Input: resources, strategies, and methods used to attract qualified talent;
3. Process: efficiency and effectiveness of recruitment stages;
4. Product: results of the recruitment system in terms of talent quality and organizational fit.

The main research questions concern how these four components shape the effectiveness of talent acquisition. This study contributes theoretically by applying the CIPP model to human resource management in an international non-profit context—an area still limited in empirical research (Tarique & Schuler, 2020). Practically, the findings aim to guide Plan International in improving recruitment strategies, strengthening talent retention, and enhancing program implementation.

## **II. LITERATURE REVIEW**

### **A. Recruitment**

Recruitment refers to the organizational process of identifying and attracting individuals who have the potential to contribute to strategic objectives (Armstrong & Taylor, 2020). The main purpose of recruitment is to generate a pool of applicants who meet the qualifications required for subsequent

selection stages (Mathis & Jackson, as cited in Armstrong & Taylor, 2020). Recruitment methods may be traditional—such as advertisements, printed media, and direct applications—or digital, which rely on electronic platforms, websites, and online systems to streamline and improve efficiency (Dessler, 2020). Digital recruitment increases transparency and broadens access for applicants, while traditional recruitment remains relevant in contexts where internet access is limited (Mondy & Martocchio, as cited in Armstrong & Taylor, 2020). Sources of recruitment include internal mechanisms such as promotions, transfers, and job rotations—and external mechanisms, including public job advertisements, recruitment agencies, and social media (Robbins & Judge, 2015).

## **B. Selection**

Selection is a systematic process used to determine which candidate among applicants best fits the job requirements and organizational needs (Bratton et al., 2022). Effective selection emphasizes competence, objectivity, fairness, and inclusiveness to ensure appropriate hiring decisions. Typical selection stages include initial screening, competency testing, structured behavioral interviews, and reference verification. The objectives of selection include identifying qualified candidates, supporting strategic human resource goals, minimizing hiring errors, strengthening organizational culture, and ensuring transparency and accountability—particularly important in nonprofit organizations such as Plan International (Robbins & Judge, 2015; Pynes, 2013).

## **C. Qualified Talent**

Qualified talent refers to individuals who possess the skills, competencies, and characteristics aligned with an organization's mission and values (Collings et al., 2021). Talent is not limited to technical expertise but also includes potential, adaptability, leadership ability, communication skills, and long-term commitment. According to Gallardo-Gallardo et al. (2015), indicators of qualified talent include continuous learning capability, intrinsic motivation, strong interpersonal skills, and alignment with organizational culture. In nonprofit and humanitarian organizations, qualified talent must also demonstrate sensitivity to local context, collaboration capacity, and commitment to social impact (Tansley, 2011). Thus, talent management must adopt a holistic approach encompassing development, training, and long-term career pathways.

## **D. Relationship Between Recruitment, Selection, and Talent Acquisition**

Recruitment and selection form the foundation of strategic talent management (Tarique & Schuler, 2020). An effective recruitment process attracts high-quality candidates, and a rigorous selection process increases the likelihood of hiring individuals capable of supporting organizational goals. Poorly designed processes may lead to misalignment between candidate capabilities and organizational expectations, higher turnover, and reduced effectiveness. In contrast, transparent and

competency-based processes enhance organizational competitiveness, performance, and workforce stability (Collings et al., 2021; Dessler, 2020).

### **E. CIPP Evaluation Model**

The CIPP model—Context, Input, Process, and Product—developed by Stufflebeam (2003), provides a structured framework for evaluating programs and organizational systems. Context evaluation identifies needs and problems; input evaluation examines strategies and resources; process evaluation reviews implementation; and product evaluation assesses outcomes and effectiveness. The model emphasizes continuous improvement and accountability, making it suitable for nonprofit organizations (Stufflebeam & Zhang, 2017). Previous research in education and public and nonprofit institutions has shown that the CIPP model effectively identifies gaps and supports decision-making in recruitment and human resource programs (Miles, Huberman, & Saldaña, 2014; Arikunto, 2017; Sugiyono, 2017).

### **F. Previous Relevant Studies**

Prior research highlights the importance of effective recruitment and selection in shaping human resource quality. Studies applying the CIPP model in schools, government agencies, and NGOs demonstrated that the model provides a comprehensive lens for analyzing program strengths and weaknesses, including transparency, competency assessments, and process alignment (Moleong, 2017; Nasution, 2003). Gaps typically occur in the input and process components such as inadequate competency testing, limited interview standards, or insufficient monitoring leading to inconsistency in talent acquisition outcomes. These studies provide theoretical grounding for the present evaluation of Plan International Timor-Leste, emphasizing the need for systematic assessment to enhance recruitment effectiveness.

## **III. METHODOLOGY**

### **G. Research Method**

A research method refers to the systematic and scientific approach used to obtain clear and valid data aligned with the research objectives. Sugiyono (2017) explains that research methodology consists of structured scientific procedures aimed at generating valid data to support understanding, development, and problem-solving within a field. This study employed a qualitative descriptive method to explore and evaluate the recruitment and selection processes of Plan International Timor-Leste in depth. The qualitative approach makes it possible to describe phenomena in their natural context and analyze them holistically.

**H. Research Approach and Type**

Moleong (2017) states that a research approach provides the foundation for examining social reality and guiding the process of investigation. Sugiyono (2017) explains that the type of research refers to the operational form of the chosen approach, such as surveys, experiments, case studies, or descriptive qualitative research.

This study used a descriptive qualitative approach because it aims to investigate real conditions in their natural context, with the researcher serving as the primary instrument of data collection. Data were collected through observation, interviews, and documentation. The objective was to evaluate the recruitment and selection processes for attracting qualified talent using the CIPP Evaluation Model (Context, Input, Process, Product). This approach was selected because it provides deep insights into experiences, opinions, and practices, enabling the researcher to understand organizational context and formulate recommendations based on empirical realities (Miles, Huberman, & Saldaña, 2014).

**I. Research Site and Duration**

The study was conducted at the Plan International Timor-Leste Office, located at Rua Nu’u Laran 20, Bairro dos Grilos, PO BOX 246, Suco Grisenfor, Administrative Post Cristo Rei, Dili. Data collection occurred from July to August 2025, including preparation, data collection, analysis, and report writing. The research timeline is summarized in Table 1, which outlines the planned activities and their implementation period.

**Table 1. Research Schedule**

No.	Research Activity	Aug	Sep	Oct	Nov	Dec
1	Formulation of research problem and objectives	✓				
2	Literature review on recruitment, selection, and CIPP	✓				
3	Development of methodology (sampling, techniques, instruments)	✓				
4	Data collection (interviews, documents)		✓			
5	Data analysis (CIPP dimensions)		✓			
6	Drafting of research report		✓			
7	Final submission and presentation			✓		

**J. Data Types and Sources**

The study utilized both primary and secondary data. Primary data were obtained directly from informants through in-depth interviews and direct observation of recruitment-related activities. Secondary data consisted of organizational documents, including recruitment policies, procedural manuals, job descriptions, candidate records, evaluation forms, selection reports, and organizational structure documents. These combined data sources supported a comprehensive evaluation using the CIPP framework.

### **K. Sampling Technique and Informants**

This study used purposive sampling, which allows the researcher to select informants based on relevance and expertise (Sugiyono, 2015). In qualitative research, informants must possess knowledge, experience, and direct involvement with the issue under study (Creswell, 2012; Moleong, 2017).

The key informants for this study were the People & Culture Manager involved in recruitment and selection, Program Manager, Human Resources/People & Culture staff, and one former interview panel member.

### **L. Data Collection Techniques**

Data collection relied on two main techniques: interviews and documentation. In-depth interviews were conducted to gather detailed and contextual information about recruitment and selection practices. As Moleong (2017) explains, interviews involve purposeful conversations that allow deeper exploration of participants' perspectives. The interviews in this study were semi-structured and flexible to follow emerging themes during discussion.

Documentation was used to supplement interview data by examining organizational records such as job announcements, applicant lists, selection results, assessment forms, and human resources policies. Following Moleong's (2016) view of documents as valuable historical evidence, this study reviewed documentation relevant to the CIPP components, including organizational profile and talent needs (context), HR policies and job descriptions (input), implementation records such as advertisements and applicant lists (process), and selection outputs such as shortlisted candidates and performance feedback (product).

### **M. Research Instruments**

In qualitative research, the researcher is the primary instrument (Sugiyono, 2019). The researcher directly interprets interview responses, observations, and documents. Supporting instruments included interview guides, documentation checklists, and field notes.

### **N. Data Analysis Technique**

Data analysis was carried out continuously throughout the research process. Following Miles and Huberman's (1994) model, data analysis involved three main activities: reducing data to focus on key information, displaying data in narrative and tabular form, and drawing conclusions while verifying them with additional evidence. The study used thematic analysis to identify, categorize, and interpret

major themes emerging from interviews and documents. This method enabled the researcher to organize findings according to the CIPP dimensions.

The CIPP model guided the analytical approach by structuring the evaluation of context, inputs, processes, and products. Context analysis examined the organizational need for qualified staff. Input analysis reviewed strategies, policies, and resources supporting recruitment. Process analysis assessed how recruitment and selection were implemented. Product analysis evaluated the outputs and their contribution to organizational goals. This framework provided a holistic perspective on the effectiveness of recruitment and selection in attracting qualified talent.

**O. Data Validation**

Data validation was essential for ensuring credibility, accuracy, and reliability. Validation activities aimed to reduce bias, strengthen the trustworthiness of interpretations, and ensure that conclusions accurately reflected the field data. To validate the findings, the study applied source triangulation by comparing information from different informants and technique triangulation by combining interviews and documentation. Member checking was conducted to confirm the researcher’s interpretations with informants, and an audit trail was maintained to preserve transparency and accountability throughout the research process.

**IV. RESULTS**

**P. Research Context and Organizational Setting**

The study was conducted at Plan International Timor-Leste, a child-rights and gender-equality organization operating since 2001. The institution manages programs across Dili, Aileu, and Manufahi, and relies on qualified personnel to implement technical interventions. Recruitment and selection are coordinated by the People & Culture (HR) department in collaboration with program teams.

Five key informants participated in the research. Their positions and years of service are summarized in Table 2, which shows the diversity of roles contributing to recruitment—from HR management to technical and program leadership. This diversity ensured that the findings reflect a comprehensive view of recruitment practices and challenges within the organization.

**Table 2. Summary of Informants and Their Roles**

<b>Informant Code</b>	<b>Position</b>	<b>Years of Service</b>	<b>Role in Recruitment</b>
INF-1	HR/People & Culture Manager	10-16 years	Oversees full recruitment process
INF-2	HR/People & Culture Coordinator	5-10 years	Screening, scheduling, documentation

INF-3	Program Manager	5-10 years	Technical evaluation and panel interview
INF-4	Project Manager	2-5 years	Interview panel and technical review
INF-5	Technical Officer / Panel Member	2-5 years	Subject-matter evaluation

**Q. CIPP Evaluation Findings**

**1) Context Evaluation**

The contextual evaluation revealed several challenges in the labor market of Timor-Leste, particularly the limited availability of candidates with strong technical skills in child protection, gender equality, youth engagement, and community development. Although vacancy announcements attract a large number of applicants, many do not meet the technical or experience requirements.

Informants also noted mismatches between new hires’ expectations and the actual job responsibilities, which occasionally lead to early resignation. This suggests a need for clearer communication in job descriptions and orientation processes. These contextual realities validate the importance of strong recruitment strategies, particularly in resource-constrained environments. The overall contextual challenges are reflected in the summary presented in Table 2 under the Context component.

**2) Input Evaluation**

The input analysis demonstrates that Plan International Timor-Leste has well-established HR policies, standardized job descriptions, and competency frameworks. Recruitment uses multiple platforms—official website, LinkedIn, Facebook, and local media—to increase outreach. However, informants mentioned limitations, such as uneven internet access in rural areas, which reduces application diversity.

Additionally, the HR team faces workload constraints when managing multiple vacancies simultaneously. Technical assessments are available but not consistently applied across departments. These findings correspond to the Input column in Table 3, which highlights the need for stronger HR capacity and deeper technical evaluation tools.

**Table 3. Summary of CIPP Evaluation Results for Recruitment and Selection**

<b>CIPP Component</b>	<b>Key Findings</b>	<b>Implications</b>
<b>Context</b>	Limited qualified candidates; expectation mismatches among new hires.	Improve clarity in job descriptions and role communication.
<b>Input</b>	Strong policies; inconsistent technical testing; HR team capacity constraints.	Expand HR capacity; strengthen assessment mechanisms.
<b>Process</b>	Generally transparent but inconsistent between units; time pressure affects quality.	Standardize procedures and adjust recruitment timelines.

<b>Product</b>	Most hires perform well; some require additional training; a few resign early due to expectation gaps.	Enhance onboarding and ongoing learning support.
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**3) Process Evaluation**

Process evaluation shows that Plan International Timor-Leste follows a structured recruitment sequence: announcement, screening, interviews, assessments, and reference checks. Informants emphasized that the organization maintains transparency and fairness; however, the level of rigor varies across departments. Time pressure due to project deadlines can reduce the depth of assessments and lead to rushed decisions.

The Process findings in Table 3 highlight these inconsistencies and emphasize the need for better coordination, clearer timelines, and stronger adherence to standardized procedures to ensure reliability of selection outcomes.

**4) Product (Outcome) Evaluation**

Outcome evaluation indicates that most selected candidates perform effectively and integrate well into the organization. They contribute positively to program implementation and teamwork. However, some new hires require additional training to meet technical expectations, and a small number resign early due to role-expectation mismatches.

These challenges appear in the Product column of Table 3, which underscores the importance of improved onboarding, clearer communication before hiring, and strengthened technical assessment during selection. The organization still relies on international staff for certain specialized roles, reflecting structural limitations in the national talent pool.

**R. Discussion**

Using the CIPP model provided a systematic perspective on recruitment effectiveness at Plan International Timor-Leste. The Context and Input findings, supported by Tables 1 and 2, reinforce previous literature that talent scarcity challenges organizations in developing countries (Collings et al., 2021). The study also confirms Armstrong and Taylor’s (2020) view that effective recruitment requires strong HR systems and clear competency frameworks.

Process findings align with Bratton et al. (2022), Robbins and Judge (2015), and Dessler (2020), who emphasize that standardized procedures are essential for reducing recruitment errors. Finally, Product findings illustrate the importance of structured onboarding and role clarity, supporting insights from Pynes (2013) on talent retention.

Collectively, the integration of the tables and narrative demonstrates that while the recruitment and selection system at Plan International Timor-Leste is functional and transparent, improvements in inputs and processes are necessary to more effectively attract and retain qualified talent.

## **V. CONCLUSION AND RECOMMENDATIONS**

### **S. Conclusion**

Using the CIPP evaluation model, this study examined the recruitment and selection practices of Plan International Timor-Leste and highlighted several key findings. At the contextual level, the organization has a clear vision, mission, and strategic need to attract qualified talent; however, the national labor market remains limited in supplying candidates with the technical and professional profiles required. This mismatch contributes to challenges in meeting program demands and retaining staff.

The input evaluation shows that policies, job descriptions, and competency-based criteria are well established. Nevertheless, resource constraints within the HR team and inconsistencies in the application of assessment tools reduce the overall effectiveness of the recruitment system. Process evaluation findings confirm that while recruitment procedures are structured and generally conducted professionally, information flow, timeline coordination, and assessment consistency require improvement. Finally, the product evaluation demonstrates that most selected candidates perform adequately, yet some continue to face difficulties adapting to organizational culture and technical expectations.

Overall, the study concludes that recruitment and selection at Plan International Timor-Leste are not merely administrative functions but serve as strategic tools for strengthening organizational performance. The system is functional and shows positive outcomes, but further refinement is necessary to enhance efficiency, consistency, and long-term talent retention.

### **T. Recommendations**

Plan International Timor-Leste is encouraged to continue strengthening its recruitment and selection system so that it becomes not only procedurally formal but also more effective in attracting and retaining qualified talent aligned with organizational needs. Enhancing the capacity of the HR team through continuous training in modern recruitment practices—including digital tools, structured competency assessments, and merit-based selection—will help improve consistency and decision quality.

Greater emphasis should be placed on transparent and timely communication throughout the recruitment cycle. Clarifying selection criteria, improving information flow, and providing constructive

feedback to applicants will help build trust and enhance organizational reputation in the local job market.

Finally, periodic evaluation using the CIPP model is recommended to monitor the continuity, relevance, and quality of recruitment and selection practices. Regular evidence-based assessments will support strategic decision-making and promote continuous improvement within the organization.

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