



IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT TO ENHANCE PUBLIC SERVANT PERFORMANCE (Case study in CFP Public Service Commission)

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ABSTRACT

This study examines the implementation of human resource management (HRM) practices and their impact on the performance of civil servants within the Public Service Commission (PSC) of Timor-Leste. Using a qualitative, descriptive approach, the research collected data through observation, interviews, and document review. Key informants included the Head of Payroll Processing, a Human Resources Officer, and five permanent employees (seven respondents in total). Data were analyzed following the interactive model of Miles and Huberman (2017).

Findings indicate that HRM implementation at the PSC is generally effective: recruitment follows a merit-based system, and employees receive training that supports capacity building. However, several challenges persist, including overly generic performance evaluation criteria, lengthy and largely electronic general-regime training, and extended timelines for grade promotions. The study concludes that HRM at the PSC is rooted in the Public Service Law No. 8/2004 and its provisions (notably Article 40) emphasizing integrity, diligence, attendance, and professionalism. Overall, HRM activities planning, recruitment, selection, training, performance management, and reform contribute to a more professional, impartial, and merit-based public service, though targeted improvements are needed to address evaluation specificity, training modalities, and promotion processes.

The Public Service Commission of Timor-Leste has made substantive progress in implementing human resource management practices that support a merit-based, professional public service. Recruitment and training efforts positively influence civil servant performance. Nevertheless, addressing weaknesses in performance appraisal specificity, training delivery, and promotion timelines will be critical to further enhance effectiveness and employee motivation. As an recommendations mentioned above revising evaluation frameworks, optimizing training, streamlining promotions, leveraging HRIS, reinforcing merit principles, and institutionalizing monitoring the PSC can strengthen HRM outcomes and ensure a transparent, efficient, and accountable civil service.

1. Introduction

In the dynamics of modern organizations, particularly in the public sector, the role of human resources (HR) is a central factor that determines the success of achieving institutional goals. The phenomenon in government bureaucracy shows that the quality of public services is significantly influenced by the effectiveness of human resource management within them. At the micro level, an organization's success depends heavily on how well management functions, such as planning, organizing, implementing, and controlling (POAC), are implemented in HR management. This aligns with the organization's need to ensure that every individual involved can make the maximum contribution according to their capabilities and competencies.

In the Timor-Leste Public Service Commission (CFP), the implementation of HR management is a crucial issue. The observations show that the process of implementing HR management in CFP still faces significant challenges. One of the main issues identified was the placement of employees who were not aligned with their areas of expertise, which impacted the organization's effectiveness and efficiency. Furthermore, the performance appraisal systems used tend to be generic and lack specificity, thus failing to provide a clear picture of individual contributions to achieving organizational goals.

This situation is exacerbated by employee training and development processes that still use conventional approaches, such as lengthy time-based training and the use of poor electronic methods. As a result, job promotions often take a long time, thereby reducing employee motivation to improve their performance. These factors show that the implementation of HR management in the CFP remains far from expectations, especially in efforts to improve the overall performance of civil servants (PNS).

In a broader context, HR management plays a strategic role in supporting the achievement of organizational objectives, both in the public and private sectors. HR is a vital asset that cannot be replaced by other resources, as it has a unique role and function in performing organizational tasks. Although modern technology and financial resources are widely used to support organizational operations, without professional and competent HR, organizations will struggle to achieve their stated goals.

HR management is a process that aims to address various issues that arise within an organization, including the management of employees, managers, and other employees. This process encompasses several aspects, such as recruitment, selection, career development, and termination of employment. Implementing effective HR management policies can improve organizational performance, such as increasing productivity, innovation, and customer satisfaction. In addition, effective HR management can also help organizations retain quality employees and reduce high turnover rates. Employees who feel valued and supported by the organization will be more motivated to contribute their best and stay with the institution longer. This ultimately reduces the organization's costs for recruiting and training new employees.

For HR management to function effectively, it is necessary to implement management functions, including planning, organizing, implementing, and controlling (POAC). Planning is the process of determining organizational goals and formulating appropriate strategies to achieve them. Good planning ensures that all organizational resources are properly utilized and that the steps taken are aligned with the desired goals. Organization is a stage of implementing an organizational structure, dividing tasks, assigning responsibilities, and coordinating team members so that all parts of the organization function harmoniously. Implementation is the process of motivating organizational members to achieve established goals. Managers must be able to provide clear direction and motivation to their teams so that each member can contribute optimally. Control aims



to ensure that all activities are carried out according to the established plan. This process includes monitoring performance, evaluating results, and making corrections as necessary to ensure that the organization's goals are being met.

The application of POAC principles in HR management is crucial to ensure that every person within the organization can effectively contribute to achieving the established goals. By integrating these four functions, organizations can increase efficiency and productivity, as well as create a harmonious and productive work environment. This is particularly relevant in the context of public organizations in Timor-Leste, which is currently striving to improve the quality of public services by strengthening human resource management.

Timor-Leste, as a newly independent country on 20 May 2002, faces significant challenges in building an effective and efficient system of government. A crucial aspect of this development is the implementation of human resource management capable of supporting the achievement of public organization objectives. Human resource management in the public sector must be able to provide added value and support the achievement of public service objectives, such as improving service quality, innovation, and accountability. Human resources are central to development in Timor-Leste, and therefore need to be enhanced through training, comparative studies, and expertise development in various areas.

The Government of Timor-Leste needs to pay special attention to evaluating the performance of civil servants through recruitment planning based on the principles of merit, impartiality, transparency, and equality. The recruitment and selection process should be conducted with the objective of ensuring that the employees recruited have competencies that align with the needs of the organization. Furthermore, termination of employment should be conducted professionally to encourage human resource management and development practices that ensure the availability of qualified intellectuals and professionals to perform public service duties.

A conducive work environment, integrity, and accountability among employees and superiors are essential to ensure professional, lawful, and transparent service to the public. The Public Service Commission, as the institution responsible for ensuring public services that are free from political interference, impartial, based on merit, and uphold high standards of professionalism, aims to provide quality services to the state and people of Timor-Leste. However, based on the author's observation, the implementation of human resource management in CFP is not yet optimal due to several problems, such as inappropriate employee placement, insufficiently specific performance appraisal system, suboptimal training, and slow promotion process.

These problems show that the implementation of human resource management in the CFP still needs significant improvement to improve the optimal performance of civil servants. Therefore, this study entitled "Describing the Implementation of Human Resource Management to Improve Public Service Performance: A Case Study in the Public Service Commission (CFP)" aims to describe in detail how the implementation of HR management in the CFP can improve the performance of public servants, as well as identify factors that become obstacles to the process RH. This study is expected to contribute to the development of HR management in the public sector, especially in Timor-Leste, in order to support the achievement of organizational objectives effectively and efficiently."

1. Human Resource Theory

As a first step in understanding the importance of implementing human resource management to improve public performance, researchers have conducted a literature review to explore several previous studies closely related to this core issue. The results of this research indicate that several studies have been conducted on the role of human resources in supporting organizational goals, both from the aspects of drivers, planners, and as a key factor in agency success. Through the perspective of Sulistyowati (2021), human resources are studied as the core element working in an agency as a driving force, thinker, and strategic planner to achieve organizational goals, so the function of human resource management and development should be placed in a highly strategic position. In line with this, Wibowo (2017) highlighted that human resource management includes the process of planning, organizing, coordinating, implementing, and separating the workforce in the broad framework to achieve the organizational vision, which substantially emphasizes the importance of human resource management strategies in supporting the organization's public policy implementation. Furthermore, Werther and Davis (1996) extended the concept by defining human resources as personnel who are not only willing and able but also alert to achieve organizational goals smoothly. These studies have established the common thread that human resource management in the public sector is a vital tool that determines the effectiveness of employee performance, particularly in the context of public institutions that demand professionalism and adaptation to environmental changes.

However, on closer examination, significant differences emerge between the studies described, particularly with regard to the direct application of human resource management to improve the public service in state institutions such as the Public Works Commission (CWC). Sulistyowati's study (2021) focused mainly on the conceptual role of HR within the organization, without detailing the specific management mechanisms that can drive improved public performance. While Wibowo (2017) emphasizes the function of HR management within the organizational domain in general and tends to review internal administrative processes, he has not yet examined the dynamics of policy implementation that have a direct impact on the public function in Timor Leste's bureaucracy. In contrast, Werther and Davis (1996) emphasized the urgency of employee readiness and capability, but their discussion remained limited to understanding employees as individuals and did not lead to a systematic implementation of HR management policies holistically. Therefore, this study seeks to fill this gap by thoroughly examining how the human resource management implementation process can be optimized to encourage more effective public functioning in the concrete context of CFP, thereby providing new contributions to the development of HR management theory and practice in the public sector.

2. Theory of Organizational Behavior

The researchers conducted a literature review of previous studies discussing the relationship between implementing human resource management and improving the performance of the public apparatus, particularly in the context of government organizations. Based on this review, it is found that several previous studies emphasize the importance of organizational behavior as a key factor in determining individual and group work effectiveness in bureaucratic settings. This concept of organizational behavior, as described by John (1983), is closely related to the systematic study of attitudes and behaviors within an organizational context, which has implications for the performance of all elements within it. Furthermore, Robbins (2020) emphasized how interactions between individuals and groups in different organizational settings play a crucial role in efforts to achieve collective effectiveness and well-being, which ultimately also impacts the optimization of institutional performance. In addition, Robbins and Judge (2018) also highlighted studies of behavioral dynamics in organizational settings, which showed that factors such as motivation, job satisfaction, and team dynamics significantly influence overall organizational performance. This research shows that attention to human resource behavior and management remains a central variable in driving optimal performance in public organizations. However, fundamentally, there is still a difference in orientation between each study, particularly regarding the direct practice of human resource management to improve civil servant performance, particularly at the level of implementation within the government bureaucracy.

To continue the findings of these studies, it is understandable that previous research has mainly focused on identifying individual behavioral factors and their influence on organizational performance at the macro level, without specifically examining the mechanisms of human resource management implementation in specific government institutions. Thus, the relevance of these previous studies lies in revealing the importance of organizational dynamics that correlate with the achievement of organizational goals. However, few have explored in detail how the human resource management policy implementation process interacts with behavioral factors in specific contexts, such as the Civil Service Commission. Therefore, this study aims to fill this gap by highlighting more concrete dimensions of implementation, including strategies, policies, and actual obstacles to human resource management in public institutions. By comparing the approaches and findings of previous studies, this research aims to broaden the horizon of understanding by contributing to a deeper analysis of the implementation of human resource management to improve civil servant performance, both empirically and contextually. The differences in the characteristics of the approach and the locus of research are the main differences between the previous studies and the research to be conducted now, in order to provide a new, more comprehensive perspective in the field of human resource management implementation in the public sector.

3. The Theory of Implementation

Based on an analysis of several previous studies, the researchers found that discussions related to the implementation of human resource management in an effort to improve the performance of public employees have received significant attention in the development of public management and public administration literature. The results of an in-depth search indicate that previous studies generally emphasize understanding implementation as a series of systematic actions aimed at ensuring the realization of established policies and regulations through the stages of planning, organizing, implementing, and evaluating. Oktasari (2015) emphasized that implementation is not just an execution process, but a critical tool that determines the real impact of policies through operational adjustments at both the organizational level and the individual employee level. Mulyadi (2015) and Naditya et al. (2013) also share a similar view, defining implementation as an effort to transform strategic decisions into organizational structures and work patterns so that idealized goals can best be achieved. Furthermore, various research findings on

management also indicate that implementation effectiveness is closely related to adaptive, responsive, and innovative human resource management. Ramdan and Sufyani (2019) explained that effective management in public organizations requires the optimization of all formal processes, such as planning, organizing, supervising, and proportionate, result-oriented human resource involvement. In this context, strategic planning, integrated coordination patterns, and structured motivation have been identified as important factors influencing the success of policy implementation and improving employee performance.

However, a critical review of previous studies reveals differences in emphasis and scope of analysis compared to research conducted at the Public Works Commission (CWC). Most previous studies, while discussing the general dimensions of implementation and management, tend to focus on the procedural or normative aspects of policy implementation, without fully examining in detail how the dynamics of human resource management implementation directly impact on improving the individual and organizational performance of functionaries in a specific public institutional context. The uniqueness of this research lies in its analytical focus, which specifically links the human resource management implementation process to the dynamics of improving public employee performance within the CFP environment, which undoubtedly has different bureaucratic characteristics and institutional challenges compared to other public organizations. Thus, it is expected that this research will provide empirical contributions and new, more contextual perspectives on human resource management implementation strategies and their effects on employee performance in public sector bureaucracies in Timor-Leste. The findings of this study are also expected to address the gap in the literature, which has not comprehensively discussed the causal relationship between the implementation of human resource management practices and the success of improving civil servant performance at the national institutional level.

4. The Theoria of Management of Human Resource

Researchers have conducted extensive research on previous studies that are closely related to the main topic, namely the implementation of the human path in order to improve the control performance. Based on the conducted literature review, it was found that human resource management has been widely studied both in terms of concept, implementation, and its impact on the performance of public organizations. Hasibuan's study (2016) highlights human resource management as a science and an art in managing employee relationships and tasks effectively and efficiently to achieve the goals of the company, employees, and the wider community, which indirectly also provides a foothold to see the importance of the human resource management function in the public sector. Furthermore, Marwansyah (2014) emphasized that human resource management encompasses a series of activities ranging from planning to industrial relations, where these mechanisms are used to ensure optimal utilization of human resource potential in the organizational environment, including in government institutions. The emphasis on the importance of planning, recruitment, development, and compensation functions by Marwansyah indicates that public organizations face unique challenges in human resource management. Furthermore, Schuler, Dowling, Smart, and Huber (1992) broadened the perspective by stating that recognizing the workforce as a strategic organizational asset is key to achieving goals, both in companies and governments. Therefore, the implementation of HRM functions should be based on the principles of fairness and effectiveness. The conceptual framework of the three studies further clarifies the strategic position of HR management in public institutions, whose relevance is also evident in the context of the Public Works Commission (CFP), the focus of this case study.

While all of these previous studies comprehensively discuss the importance of human resource management in supporting the achievement of organizational goals, there are fundamental differences in the scope, context, and research methodology used. Hasibuan (2016) focuses more on interpersonal and task aspects in the corporate and organizational context in general, while Marwansyah (2014) details the function of human resource management without specifically distinguishing between the public and private sectors, resulting in strategy development and implementation that remains gender-neutral. Meanwhile, Schuler et al. (1992) highlighted the strategic dimension of workforce recognition, so that the use of human resources is not only focused on operations, but is oriented towards fairness and sustainable benefits for the organization and society. In this study, this difference is interesting because the focus of the research is directed specifically at the implementation of the human resource plan in an effort to improve control performance within the CFP as a specific institution within the government of Timor-Leste. Thus, this study seeks to make novel contributions by exploring how human resource management practices in the CFP are implemented in real terms to support civil servant performance improvement, while simultaneously identifying challenges and opportunities that have not been detailed in previous studies.

5. The Theory of Performance

The researchers reviewed a number of previous literatures to further understand how the implementation of human resource management (HRM) can contribute to improving the

performance of public employees, particularly in the context of public institutions. The results of the literature review indicate that the issue of employee performance has always been linked to how the role of HRM management is integrated into the operational processes of public organizations. Several studies, as explained by Afandi (2018), focus on the dimensions of legality, morality, and responsibility inherent in each employee in an effort to achieve organizational goals, thus illustrating that performance success is strongly influenced by the HRM institutional system itself. The concept of implementation, as proposed by Wibowo (2010), highlights the importance of individual factors such as competence, motivation, and interest of human resources in the implementation of organizational policies, which ultimately influence employee behavior and work attitude in public bureaucracy. Furthermore, Mangkunegara (2009) emphasized that the work output achieved by employees, both in quality and quantity, is a reflection of the effectiveness of task implementation based on the responsibilities and clarity of each individual's role within the organization. These studies conclude that successful improvements in civil servant performance cannot be separated from the optimization of human resource management, whether by strengthening reward systems, enhancing competencies, or structuring institutional structures that are responsive to employee development needs. However, previous studies generally focused on theoretical aspects and tended to generalize human resource management implementation models in the public sector, without delving into the detailed features and complexities of its implementation in specific government institutions, such as the Public Works and Public Housing Commission (CFP).

Based on these findings, it can be concluded that although many studies have been conducted by previous researchers on the relevance of human resource management to civil servant performance, there is a significant gap in the context of implementation in specific institutions, each with its own institutional characteristics, structures, bureaucracy and challenges. Previous studies, as described above, have mainly focused on general definitions and determinants of performance based on individual responsibility, competence, and motivation, while the actual dynamics of human resource management policy implementation in public institutions such as CFP remain understudied. The fundamental difference between these studies and the present study lies in the analytical orientation and scope of the review. This study aims to focus on HR management practices and their concrete implications for civil servant performance within the CFP environment, which is often overlooked by previous studies. Furthermore, this study will examine contextual and current inhibiting and supporting factors to provide a more relevant empirical analysis and applicable policy solutions to improve civil servant performance within the Civil Service Commission.

6. Civil Servant Theory

Efforts to deepen the fundamental issues surrounding the implementation of Human Resource Management (HRM) Systems in improving public performance have prompted researchers to carefully examine a number of previous studies relevant to the topic. The findings reveal that these studies consistently highlight the close relationship between human resource (HR) management, particularly through compensation and work motivation, and its significance in influencing employee performance and outcomes in both private and public organizations. For instance, a study conducted by Shofwani, Siti Aniqoh, and Ahmad Hariyadi (2019) at Muria Kudus University confirmed that aspects such as compensation, motivation, and work discipline significantly influence employee performance, with these dimensions generally reflecting effective management practices to support RH achievement of organizational goals. Furthermore, Hasibuan (2002) highlighted the importance of proportionate remuneration and compensation as a key driver for employees to provide better services to their institutions. In a similar vein, Subri (2002) argues that the quality and engagement of functional employees is strongly influenced by demographic characteristics, particularly their productive age, which reflects the readiness and availability of the workforce to produce the goods and services needed by the nation. Wibowo (in related reference) also emphasizes that the essence of employee performance lies in the ability to complete result-oriented work, which ultimately supports optimal and efficient organizational performance. These studies share a common focus on the strategic role of human resource management in stimulating employee performance through motivational approaches and fair compensation systems. However, upon closer analysis, it became apparent that each study differed in its organizational focus and scope of implementation. Most research has been conducted in higher education organizations or private companies, while actual research on the implementation of Human Resource Management within government institutions or public commissions remains relatively limited.

These limitations then reinforce the urgency of the current research to further examine how the implementation process of Human Resource Management is applied specifically in order to improve control performance, especially in the Public Service Commission (CFP), which has not been a dominant object of study in the previous literature. Considering the results of previous studies that have proven the importance of compensation, motivation, and other management aspects for achieving employee performance, this research is in a strategic position to close the empirical gap between

previous studies, namely by adding new context related to the implementation of human resource management in Timor-Leste government institutions. In addition, the current research seeks to explore in more detail the HR management mechanisms implemented in government institutions, including management standards, structural and cultural obstacles, and their impact on group work effectiveness. Thus, the main difference between the current research and previous studies lies in the scope of the study, the unit of analysis, and the emphasis on institutional implementation in the government bureaucracy, which more specifically has not been extensively studied and clear empirical data are needed to support evidence-based policymaking in the public sector.

7. Public Theory

According to Lijan Poltak (2006:5), the term public comes from English which means general, society, state. In fact, the word public in Indonesian is accepted as public which means general, many people and full of people. According to Lijan Poltak (2006:5), the actual term comes from the English language, which means General, community, State. In fact, the word was adopted from Indonesian to be true which means General, many people and full of people. Subársono, as stated by Agus (2005: 141), defines public service as a series of activities carried out by the public bureaucracy to respond to the needs of users. Thus, according to scholar Subársono mentioned by Agus (2005: 141) real service is defined as a number of activities carried out by the public bureaucracy to respond to their needs. According to Syafi'ie et al (1997:18), in the book of Public Administration Theory, they say that the public is a group of people who have together thoughts, feelings, hopes, attitudes and actions that are right and good based on the normative values they have. Thus, according to scholar Syafi'ie et al (1997:18), in a book on the theoretical public administration he said frog is a group of people who gather together thoughts, feelings, hopes, attitudes and actions that are good and good based on the same and norms that they have. Based on the above statement, the author argues that frog can be defined as general/common.

8. Government Theory

According to Soemantri (in Pipin: 2005:72), it is said that the term government comes from the word command which means to give orders to do something so that it can be said that the government is the power to rule a country, such as government. The term government is defined as the act of ruling. Thus, according to scholar Soemantri (in Pipin: 2005:72), said that the term government comes from the word command which, gives orders to do something so that the government is the power to rule a country, like a government. The term Government is defined as the act of ruling. According to Sedarmayanti (2004:35), government is an institution or body that carries out the government of a nation, state or city, country and others. While government or Governance is an act of government administration activity. Thus According to Scholar Sedarmayanti (2004:35), government is the institution or body that runs the state government, countries parts or city states and others. Meanwhile, government or governance is the action of government administration activity. According to R. Mac Iver (in Inu Kencana Syaifiie, 2003: 135), government is an organization of people who have power, how people can rule. In fact, he also saw government as the greatest of all human enterprises in existence. Thus, according to scholar R. Mac Iver (in Inu Kencana Syaifiie, 2003:135), government is an organization that people have power, as people can rule. He also saw the government as one of the largest corporations in existence. Based on the above statement the author to argue frog Government can be defined as a structure and institution responsible for the rule and administration of the country represents the people and guarantees the rights and freedoms of citizens.

THE METHOD

1. Research Type Approach

A research author uses the approach of qualitative research method According to scholar Afifuddin (2009:5) According to the qualitative research method is a method that is used to research the condition of nature objects, and in addition the author becomes an instrument, with models or techniques of data collection and analysis, triangulation and modeling inductive and qualitative research results focus on generality. On the other hand, Tohirin (2013:2) states that qualitative research method is a research that is to develop the author's thoughts and informants or key informants' thoughts through words in the interview process holistically and thoroughly. In addition, according to scholar Syaifuddin Sagala (2005:68) explained that, approach technique is a way that is used to achieve instructional objectives. In addition to Nurrma (2009:1): that is, approach is an action that focuses on strategy and plan to achieve the final objective that we want. With the approach technique that the author uses in this research is a specific approach and talks about "Implementation of Human Resource Management to Improve the Performance of Public Servants.

2. Types of Research

In this research, the author used a descriptive qualitative type. According to Punjani Setyosari (2012:39), says that, "Qualitative approach is aimed at explaining or describing

a situation, event, object whether person or everything that is directly related to research". (Descriptive Qualitative Approach with the objective to clarify and describe conditions, events, objects such as people or things that are directly related to the research). And in this research the author will look for the implementation of human resource management to improve the performance of civil servants.

3. Research Presence and Research Site

The research site that the author is going to conduct research is the Public Service Commission (CFP). The Public Service Commission as a State institution was established by law no. 7, parliamentary law, the Public Service Commission as a state institution that with its independent nature that does not receive political intervention, does not receive instructions from any identity, performs its work adhering to its principle of impartiality and the principle of merit, that the public service oversees the recruitment process it comes from which group and which party. The Public Service Commission also oversees the appointment. Appointment to positions in management, management and leadership positions such as director general, national director and district director as well as to heads of departments and heads of sections still hold the principle of merit.

RESULT, ANALYSIS, AND DISCUSSION

1. Jestaun Rekursu Umanu Comisaun Funsau Pulika

In 2024 the Public Service Commission (PSC) stands as a compact but pivotal institution whose human resources reflect both continuity and specialization. This profile examines the Commission's staffing structure, distribution by rank and function, educational composition, and the implications these characteristics have for its capacity to lead, regulate, and reform public administration. Through data-driven description, interpretive analysis, and illustrative vignettes, the profile seeks to present a clear, orderly account of who comprises the PSC and what that composition means for its mission.

Total members of the Public Service Commission: 182. Employees in Head Positions (senior leadership): 34 (1 Director General, 11 National Directors, 22 Heads of Departments). Regular staff (non-head positions): 148. Grade distribution among current non-head employees: Grade A (6), Grade B (16), Grade C (48), Grade D (25), Grade E (49), Grade F (4). Educational attainment across all employees: Master's degree (17), Bachelor's degree (140), Diploma I (11), Secondary education (14), Pre-secondary (Liaha) (0 reported), Primary (0), No schooling (0). This profile reveals a workforce concentrated in tertiary education levels and mid-to-senior professional grades, anchored by a small leadership cadre of 34 and a broader operational staff of 148.

2. Structure and Composition

a. Leadership cadre

Director General (1): The top executive, responsible for strategic direction, statutory oversight, and external representation. National Directors (11): Senior executives who oversee cross-cutting national programs, policy units, and major regulatory functions. Heads of Departments (22): Functional leaders responsible for operational units, such as human resources, legal affairs, examinations, investigations, and administrative services. Together these 34 leaders form the Commission's decision-making core the group that sets priorities, adjudicates high-impact cases, and liaises with government ministries and stakeholders.

b. Regular staff

Total: 148 employees distributed across six grade levels: Grade A: 6, Grade B: 16, Grade C: 48, Grade D: 25, Grade E: 49, Grade F: 4. The distribution reflects a staffing pyramid typical of administrative organizations: a narrower senior professional tier (Grades A–B), a broad mid-level operational tier (Grades C–D), and a sizable base of specialist or administrative positions (Grade E), with a few entry-level roles (Grade F).

c. Educational Profile

Education is a primary determinant of professional capability and career trajectory within the PSC. Master's degree holders: 17 (9.3% of total staff). These employees are likely concentrated in policy, research, legal affairs, strategy, and technical specialist roles. Their presence strengthens the Commission's capacity for complex analyses, regulatory drafting, and high-level advisory functions. Bachelor's degree holders: 140 (76.9%). This majority forms the professional backbone: program managers, examiners, HR officers, investigators, IT staff, communications personnel, and other essential operational roles. Diploma I holders: 11 (6.0%). Typically assigned to technician or specialized clerical roles, supporting core operations. Secondary education: 14 (7.7%). Often engaged in clerical, front-desk, or support duties where formal tertiary qualifications are not mandatory but practical experience is valued. Pre-secondary (Liaha), Primary, and No schooling: 0 reported. The absence of staff at these levels signals a workforce that is overall well-educated relative to minimal formal schooling requirements.

3. Implications of Grade and Education Distribution

- a) Professional capacity and policy competence. With nearly 87% of staff holding at least a bachelor's degree (Masters + Bachelors = 157 of 182), the PSC is well-equipped to conduct complex policy work, regulatory reviews, and evidence-based decision-making. The 17 master's degree holders provide a nucleus of advanced expertise for research, strategic planning, and technical leadership.
- b) Operational bandwidth. The broad middle band (Grade C and D) plus Grade E support suggests robust operational capacity for program delivery, examinations, case processing, and administrative continuity. However, the relatively small numbers in Grades A and B may create bottlenecks in strategic leadership and specialized oversight if not balanced by professional development and delegation.
- c) Leadership depth and succession planning. The Commission's 34 senior leaders must be supported by a pipeline of qualified, experienced mid-career professionals. The current educational and grade profile suggests a healthy pool of bachelors-level professionals who could be cultivated for future leadership roles, but explicit succession planning and targeted postgraduate training would be prudent to sustain institutional memory and technical excellence.

4. Illustrative Vignettes

- a) The Director General's day. Imagine a typical week: convening a Board meeting on public sector recruitment standards; briefing a Minister on a contested disciplinary case; approving the roll-out plan for a national examination; meeting with donor partners on a capacity-building program. The Director General relies on National Directors and Heads of Departments to execute these tasks; the 148 operational staff provide the institutional muscle to implement decisions.
- b) A National Director's challenge. A National Director responsible for examinations must manage policy design, IT procurement, security protocols for national testing, and grievance adjudication. Their team comprising Grade B and C managers, Grade D technical staff, and Grade E administrators must coordinate across regions, requiring both technical competence and managerial acumen.
- c) Mid-level career trajectory. Consider a Grade C program officer with a bachelor's degree and ten years of service. With mentoring, targeted training (including a master's scholarship), and exposure to cross-departmental projects, this officer could reasonably progress to Grade B and potentially head a unit within a decade. That trajectory underscores the importance of formal development pathways.
- d) The Public Service Commission in 2024 is a relatively small, well-educated institution with a clear leadership core and a broad operational base. Its strengths lie in its educated workforce and stable mid-level staffing; its primary risks center on the limited pool of senior professional grades and the need for structured succession and specialization. By investing in leadership development, targeted upskilling, and robust workforce data, the PSC can strengthen its ability to lead public-sector reforms and fulfill its statutory mandate with confidence and professionalism.

5. Presenting Data

Based on the research that the researcher conducted during a month, and conducted in Vila Verde, Dili Timor-Leste, geographically CFP building.

a. Official Paper RU

According to Mario da Conceição Nunes, that make planning, recruitment, selection and training for employees and improve the performance management system for employees, create a safe workspace, manage conflicts, rotate employees to qualified candidates. Human Resources Officers play a crucial role in organizations by managing various aspects of employee relations and development to align with organizational goals. Their responsibilities encompass planning, recruitment, selection, training, and performance management, all of which are essential for maintaining a productive and motivated workforce. These functions are integral to creating a safe and efficient workspace, managing conflicts, and ensuring that employees are well-suited to their roles, thereby contributing to the overall success of the organization. The following sections detail these key functions. HR officers are responsible for attracting and selecting qualified candidates to fill vacancies, ensuring that the organization has the right talent to meet its objectives. This involves analyzing resumes, conducting interviews, and selecting candidates who best fit the organizational culture and job requirements (Bobk, 2024). They organize and implement training programs to enhance employee skills and competencies, which is vital for personal and professional growth. Training initiatives help employees adapt to new roles and technologies, fostering a culture of continuous learning. HR officers develop and manage performance appraisal systems to evaluate and improve employee performance. This includes setting performance standards,

providing feedback, and identifying areas for improvement. Managing workplace conflicts and maintaining positive employee relations are crucial for a harmonious work environment. HR officers mediate disputes and implement policies to prevent conflicts, ensuring a collaborative workplace. Ensuring a safe work environment and compliance with labor laws are critical responsibilities of HR officers (Hornsby & Kuratko, 2002). They monitor legal changes and implement safety protocols to protect employees and the organization. While the primary focus of HR officers is on enhancing employee performance and satisfaction, it is also important to consider the challenges they face, such as adapting to technological advancements and managing diverse workforces. These challenges require HR professionals to continuously update their skills and strategies to remain effective in their roles.

b. Payroll Processing Department Head Role

The role of the head of the salary processing department According to João Amorin Pereira, my role is to supervise and coordinate all salary processing activities for civil servants. Ensure that all payroll processes comply with the civil service statute and other financial laws. Interview, 10/14/2025). Related to the above issue, the author argues that the role of the head of the salary processing department is to ensure that all processes related to the salary of civil servants must be carried out in accordance with the law in force in the public service commission.

c. Recruitment and Selection

Recruitment and Selection According to Mario da Conceição, that the recruitment process for employees recruitment based on merit system first analyze people who we need and in which area, and we always follow the tor in the Public Service Commission, select candidates who will follow the training, will be distributed job description according to the direction or department to which they are assigned. so that they can raise their knowledge and skills related to their role as civil servants. In the Public Service, recruitment and selection of employees has been done many times. (Interview, 13/10/2025).

Related to the above issue, the author argues that recruitment and selection is a process of discovery and knowledge of the interests of eligible applicants and requirements for employment, starting from the search for applicants and ending with the entry of application letters from applicants, and selection is the process of selecting among existing applicants, based on certain methods, which require qualifications for positions.

6. Training and Capacity Building

Regarding Training and Capacity Building According to Mario da Conceição, that employees every year always conduct currently planning for the fourth training such as Public Administration Management in stage I, in March with the number of participants 19 people, 9 women and 10 men, training continues in July with the topic is the same, with different employees Participant 23 people, 9 women and 14 men, Third Training recently held in October Participant 23 people, 10 women and 13 men, currently giving training to 65 employees. People who want to attend training we only take employees with Grade C down to Grade G and Grade Superior we do not take, (Interview, 13/10/2025). Related to the above issue, the author argues that training and capacity building for employees is very important to raise employees' knowledge, skills related to their area of work.

7. Line Coordination Director and his members

The Line of Coordination Director and his members According to João Amorin Pereira, In an institution and a department must make a line of coordination with the directorates and employees because to achieve the objectives of the directorate and department we must work as a team so as to achieve our goals that we have planned before in the Public Service (Interview/2015/2015). Related to the above issue, the author argues that in a department or directorate in an institution, leaders and members need to communicate, and a good line of coordination in order to achieve the objectives of the organization.

8. Employee Services

The employee's work Training According to João Amorin Pereira, performing the work based on their job description prepared by a director gave to his members this month to do what they do according to the program plan that is in the Public Service Commission. And employees do their job must be based on the decree law Public Service in article 40 that public administration officials and agents have a duty to transmit confidence to this action. (Interview,14/10/ 2025). Related to the above issue, the author argues that employees must follow the job description that superiors to employees in order to show good service delivery according to the decree law of the public service.

9. Employee Against the Rules

Employees Against Regas According to João Amorin Pereira, that employees do not obey the leaders and work against the rules against the general duty set out in the Public

Service Law in article 73 The general principle of disciplinary action applies to civil servants who violate their duties or in the form of internship prestige, without prejudice criminal or civil proceedings. If you do not comply, you will be punished. The fine is imposed on employees who do not obey the work matters and the fine is linked to money if their salary is \$300, 00 or \$150.00 and their monthly salary is only \$150.00. (Interview, 10/14/2025). Related to the above issue, the author argues that civil servants are like the state machine that is to provide services to citizens, therefore civil servants need to obey the decree law of the public service so as to work with professionalism to achieve effectiveness.

10. Career Regime Training

Training career regime According to Mario da Conceição, for employees in the General regime and special regime, based on decree law no 8/2004 (Statute of the Public Service) important amendments to law no 5/2009, which adjusts aspects such as: recruitment, promotion, and disciplinary sanctions. Career regime for employees when employees perform work must complete 4 years after having the right to take the test and can make career promotion. Training for the general regime takes a long time and uses electronics to eliminate nepotism and mismanagement. use the Electronic System Exam all values we can see already, value 62 means that the candidate passed and value less than 62 means that the candidate did not pass. We do not use the manual because there is a manual because it can cause nepotism inside. And the deadline for the promotion of the grade is too long because it will see the employees' work during the 4 or 5 years they do, so that they can understand the work after the promotion of the grade to them. (Interview, 13/10/2025).

11. Workforce Mobilization Plan Strategy

Regarding the Strategy Plan for Labor Mobilization According to Mario da Conceição Nunes, that the Public Service Commission has an internal plan every year to make a rotation system for employees from one directorate to another with the objective that all employees can understand all the work in an institution and employees can not be more than 5 years in one direction This is bad because the employee's knowledge is sufficient only for the area in which he works, when he gets the opportunity to work in another area can not because of lack of knowledge. External plans are like posting officials as some ministries need officials in the Public Service Commission in the area that they need they write a letter to the Public Service Commission and the Public Service Commission posts officials. And the majority in the Public Service Commission makes postings to employees such as Head Position that a Ministry that needs wants, and the original institution pays the posted employee's monthly salary and the institution that needs employees in the Public Service Commission pays the employee's subsidy. (Interview, 13/10/2025). Related to the above issue, the author argues that the strategy of the mobilization plan for employees such as the external panel of employees and the internal plan related to the rotation of employees is very important to improve the experience and knowledge of employees in the Public Service Commission and other institutions.

12. Employee Placement

The placement of employees According to Mario da Conceição, in general since the transitional UNTAET government mix again employees recruited not according to the area of study because at that time the situation was not good, people who work appointed only regardless of the area of study etc. we are difficult to change because the majority of officials in the Public Service Commission from UNTAET's time, we started to open vacancies not looking at the area of study but looking at the officials' experience and hope in the future must implement put the right people in the right place. And we don't have a law about implementing people according to the area of study. (Interview, 13/10/2025). Related to the above issue, the author argues that to achieve good service effectiveness it is necessary to place employees according to the area of study in order to provide a good service to citizens and to obtain satisfaction.

13. Employee Salary

The Salary of Employees According to João Amorin Pereira, the budget in CFP has only salaries and goods and services, money to give bonuses to employees who are extraordinary because there is not enough money. And the money paid to employees is based on the standards of Sefope. (Interview, 14/10/2025). Related to the above issue is the author argues that in the organization to run well need human resources, and material resources such as money etc. in order to achieve the objectives of the organization.

14. Performance Appraisal For Employees

Sense of Responsibility and human resource management. Relationships and communication in the workplace and in public places, Zeal and Integrity, Loyalty and obedience. Respect and Honesty, Planning and Management for each employee will then be added together to get his mention and final classification. And the evaluation of employees in CFP each semester we evaluate by taking notes based on what they do as employees according to their rights and duties, and employees who perform well, very

good years in a row will receive awards such as salary increases. And before there was a bonus for extraordinary employees but because there is no money this program we do not implement anymore. (According to Mario da Conceição Nunes, 13 October 2025). In relation to the above issue, the author argues that performance evaluation is a structured and formal process to evaluate how an employee performs his or her duties. This helps determine the value that an employee brings to the organization, including his contribution to achieving the organization's objectives.

15. Benefits of Implementing Civil Servant Performance

The Benefits of Implementing Public Servant Performance According to Mario da Conceição Nunes that Career Promotion, increase efficiency and effectiveness of service, in order to achieve good governance. (Interview, 13/10/2025). Related to the above issue, the author argues that benefits implement the performance of civil servants.

16. Employee Role

The Role of Employees According to Noelia Barreto, that based on performance factors, and their specific job description, employees will be served according to their capacity to achieve the requirements that the job requires. Employees will seek and conduct research on appropriate training and development to improve their performance in the service they perform, Employees must attend appropriate training and development. (Interview, 14/10/2025). About the Role of Employees According to Valentin da Costa Freitas, that provides services to employees and all citizens in Timor-Leste. And provide services based on the job description that our superiors gave us (Interview, 14/10/2025). The role of employees is the same in the duty and responsibility for the job description, in integrity that work honestly, can not do corruption, collusion and nepotism (KKN), Private interest. (Interview, 14/10/2025 Employee Role as doing work based on the description of the service that we received from our superiors gave us, as we all that the Public Service Commission as an institution that takes care of all institutions in Timor-Leste, such as working eight hours a day). Letter etc. (Interview, 14/10/2025 About the Role of Employees According to Rita de Fátima Gama, that in CFP is like getting a lot of service descriptions from our leaders such as taking into account and evaluation of salary, counting of some ministries, overtime and salary payment, financial discounts). etc. (Interview, 10/17/2025).

17. Challenges Employees Face

The challenges that employees face According to Noelia Barreto, that we face in the Public Service Commission is like providing services to all employees in Timor-Leste Public Service Commission is responsible because it is very difficult. Regarding the challenges that employees face, according to Valentin da Costa Freitas, the challenges we face in the Public Service are the promotion of career regimes for employees for too long, the salary is too low. and also the character of officials and citizens when they come to deal with a letter sometimes some come with a bad nervous character. and we still patiently serve them well. (Interview, 14/10/2025). About the challenges that employees face According to Adelia da Conceição, that the challenges we face are such as promotion career regime for our employees too long, once every 5 years, and also the salary is too low. (Interview, 14/10/2025). About the challenges that employees face According to Canisio A. Báreato, that the challenges we face in the Public Service are like us with a low degree, (such as the category of basic salary assistance compared to Dili, high cost of living and death life is very difficult to manage money to sustain the needs of the family. According to Rita Fátima Gama, as some employees come with bad nerves, career regime for employees and also low salary (Interview, 14/2020 in relation to the issue). The author argues that in order for employees to be willing and perform well, superiors need to pay attention to employees' salaries.

18. Data Analysis and Interpretation

Implementation of Human Resource Management It is very important to ensure a professional, qualified, transparent, and efficient public service in Timor-Leste.

According to the data obtained that in the Public Service Commission the implementation of Human Resources Management in the Public Service Commission has gone well, has helped employees and trained them through training, because in the recruitment process for employees recruitment is based on merit system. but there will be challenges such as: Performance evaluation points are too generic and not specific, Training for the general regime takes a long time and uses electronics should be given to each Ministry to promote only its employees, Deadline for Grade Promotion is too long. According to Grand Theory Human Resource Theory and Organizational Behavior Theory. According to Mathis and Jackson (2006), Resources "Human resources are formal systems designed within an organization to ensure the effective use of human talent to achieve organizational objectives. Organizational behavior is concerned with how individuals act and react in all types of organizations. This is to avoid further failures in the public service process, especially the implementation of human resource management to improve the performance of civil servants. all human beings, the state

has an obligation to promote and protect human resources because human resources are the fundamental pillar of sustainable and comprehensive national development.

19. Implications of Research Findings

The implications of this thesis consist of theoretical implications and practical implications.

20. Theoretical Implications

The implementation of Human Resources Management and the performance of civil servants in the Public Service Commission has been implemented well.

21. Practical Implications

The Research Results on the Implementation of Human Resource Management and the Performance of Civil Servants in the Public Service Commission to Attract and Select Qualified and Competent People, High Professionalism). Improve service quality and innovation in daily work, increase motivation, responsibility, and dedication of employees to fulfill their duties, strengthen employee stability and reduce turnover in administration and promote quality service and satisfaction to achieve service effectiveness.

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