


# “The effect of job analysis on staffing strategies: Human resource planning as a mediator”

## AUTHORS

Khaled M. K. Alhyasat 



Waleed M. K. Alhyasat 



Ayman AlArmoti 



Jalal Rajeh Hanaysha 



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Khaled M. K. Alhyasat, Ph.D., Associate Professor of HRM, Military College, Abu Dhabi University, United Arab Emirates. (Corresponding author)

Waleed M. K. Alhyasat, Ph.D., Assistant Professor of Human Resource Management, College of Business and Management, Fahad Bin Sultan University, Saudi Arabia.

Ayman AlArmoti, Ph.D., Associate Professor of Business Administration -HRM, Liwa University, United Arab Emirates.

Jalal Rajeh Hanaysha, Ph.D., Associate Professor, School of Business, Horizon University College, United Arab Emirates.



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Khaled M. K. Alhyasat (United Arab Emirates), Waleed M. K. Alhyasat (Saudi Arabia), Ayman AlArmoti (United Arab Emirates), Jalal Rajeh Hanaysha (United Arab Emirates)

# THE EFFECT OF JOB ANALYSIS ON STAFFING STRATEGIES: HUMAN RESOURCE PLANNING AS A MEDIATOR

## Abstract

Managing human resources is crucial for ensuring organizational success. This paper aims to identify the impact of job analysis and human resource planning on staffing strategies in the United Arab Emirates. It also aimed to verify the mediating effect of human resource planning. A research model was developed based on the literature review and theoretical framework. A quantitative cross-sectional questionnaire was used to assess employee attitudes in banks in Abu Dhabi. Specifically, the required data were gathered from 309 banking employees in Abu Dhabi via convenience sampling over the period from February to April 2025. This study employed the structural equation modeling (SEM) approach, with AMOS as the chosen method of analysis. The findings indicate that staffing strategies are positively affected by both job analysis ( $\beta = 0.702, p < 0.05$ ) and human resource planning ( $\beta = 0.143, p < 0.05$ ). Furthermore, the results verified the mediating role of human resource planning between job analysis and staffing strategies ( $\beta = 0.143, p < 0.05$ ). These findings demonstrate a direct, beneficial influence of job analysis and human resource planning on staff strategies and offer noteworthy implications for managers in the banking context.

## Keywords

staffing strategies, human resource planning, job analysis strategies, banking sector

## JEL Classification

M51, O15

## INTRODUCTION

Strategic human resource management (SHRM) has long been acknowledged as one of the key determinants of corporate success (Kess-Momoh et al., 2024). The concept of SHRM has evolved during the nineties to adopt a proactive, integrative approach (Schuler, 1992) through human resource practices, with a strategic approach to recruit, select, and appoint employees, thus enabling an organization to accomplish its goals (Undavia & Pawar, 2025). Because organizations need to coordinate human resources policies and practices with their business and HRM strategies, HRM strategy has become a vital aspect of corporate success (Kim et al., 2025; Schuler & Jackson, 2008). Human resource managers should participate in strategic decision-making so that human resource management can become a strategic pillar within the respective organization. Accordingly, the recruitment strategy is the administrative process that requires an organization to announce and entice qualified human resources to work in it, and then select the best candidate for the job while rejecting unqualified personnel (Dora & Al-Sabbagh, 2010; Sultan et al., 2020).

The recruitment process is also regarded as the most significant function in human resources management, as it serves as the foundation for success and long-term growth (Al-Salem & Saleh, 2002; Anwar, 2017).

The staffing strategy includes three sub-strategies: recruitment, selection, and appointment. An organization can achieve its goals by selecting staff who feel proud to serve in it (Alhiti, 2021). The process of recruiting, selecting, and hiring human resources involves several steps: human resource planning; managers' requests for employment; identifying vacant jobs; reviewing job analysis, job specification, and job description; recruitment; and finally selection and appointment (Anwar, 2016). Accordingly, a lack of proper human resource planning leads to ineffective employment decisions and poor staff selection (Kaplan & Norton, 2004; Sultan et al., 2020).

Human resource planning is viewed as a key determinant of staffing strategies. However, its mediating role between job analysis and staffing strategies has not been adequately examined before. Siddique (2004) acknowledged job analysis as a primary step for comprehending job requirements within a firm. This analysis is typically conducted in human resource planning to identify an organization's staffing needs and project its employment requirements. Thus, staffing strategies are ultimately established to attract and hire the most competent applicants. Furthermore, Dessler (2024) noted that job analysis is the initial process for identifying workers' responsibilities, tasks, and credentials required for all organizational positions. Such information is vital for ensuring effective human resource planning, which focuses on predicting future staffing needs and matching them with corporate aspirations. In relation to the insights that can be obtained from job analysis and human resource planning, firms can design proper staffing strategies for attracting and selecting the applicants who acquire the desired competencies.

In general, selecting the right candidates for a job is a key aspect of recruitment and selection. However, insufficient planning and the absence of proper job analysis have a negative impact on this aspect. It is widely acknowledged that the quality of an organization's employees is critical to its success (Ochmann et al., 2024). Therefore, this analysis is anticipated to contribute to the human resource literature by examining human resource planning as a mediator between job analysis and staffing strategies.

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## 1. LITERATURE REVIEW AND HYPOTHESES

Effective staff strategies in any organization are normally coordinated by the human resource planning unit to determine the necessary quantitative and qualitative employment and job analysis to describe vacant jobs and identify the specifications of their occupants. Staffing strategies comprise both recruitment and candidate selection. The aim of recruitment is to bring in distinguished individuals whose qualifications, skills, and abilities match the requirements outlined in the job analysis. Next comes the selection and appointment process to choose the right people and place them in the right positions (Abdullah & Othman, 2019). Dessler (2016) believes that recruitment is about finding and attracting candidates for vacant positions within a particular organization. Selection resembles the choice that can help in staffing and promoting those who are the best at formulating the strategy (Nyberg et al., 2024; Prabhu et al., 2020). Selection of employees is also defined as a set of processes and procedures of selecting

candidates for appointment in the organization, as the effective selection has a set of benefits represented by improving the effectiveness of human resource management activities and avoiding many problems (Prabhu et al., 2020).

Strategic selection occurs when the right person is placed in the right position at the right time (Dessler, 2016; Parthasarathy et al., 2025). This means that good selection activities must be commensurate with the overall HR management strategy (Prabhu et al., 2020). In particular, an appointment refers to the decision to select the appropriate person to fill a position based on specific abilities and capabilities (Dora & Al-Sabbagh, 2010; Sultan et al., 2020). After the screening of candidates, the organization decides to appoint those who successfully passed the selection stage by selecting the candidates with the highest scores (Kuzmits, 1991). However, sometimes the organization finds itself unable to hire new employees despite its needs. In that case, it resorts to a set of alternatives, including overtime work, hiring a contractor to provide the service, or temporary employment.

Pahos and Galanaki (2019) showed that staffing strategy had a strong and positive impact on employment outcomes. Tellson et al. (2023) also outlined that effective leaders coordinate with the recruitment department to develop strategies aimed at enhancing recruitment and retention efforts.

Furthermore, human resource planning has been acknowledged as a key driver for continued success. It can be defined as the process of obtaining the correct number of people who are qualified for the right jobs at the right time (Akhigbe, 2013; Rusilowati et al., 2024). Other scholars also defined it as the process of matching future needs with human resource supply, while taking into account existing business conditions and strategic directions (Chakraborty & Biswas, 2019). A main pillar of human resources planning is job analysis (Waheed et al., 2016). Human resource planning aids in identifying workforce gaps and surpluses and taking the necessary actions, such as dispensing, transportation, promotion, and training. It facilitates the selection and appointment processes, as the recruitment and selection processes cannot begin until the number of people necessary for running a business is estimated (Waheed et al., 2016). Human resource planning also aids in identifying worker shortages and surpluses, as well as implementing appropriate measures such as layoffs, transportation, promotion, and training. It also facilitates the selection and appointment process. Firms that maintain proper alignment between HR planning and sustainable development goals tend to achieve greater impact (Adiazmil et al., 2024). If the number of employees required in the organization is unknown, the recruitment and selection processes cannot begin (Waheed et al., 2016). Thus, appropriate planning of human resources leads to expansion and good growth of the organization. It is also one of the human resource functions important for achieving employee satisfaction and organizational goals.

Innovation and HR planning in organizations can be affected by digital transformation (Demir et al., 2023). Sultan (2015) acknowledged that the human resource planning process has a favorable impact on filling the most positions with the greatest number of competencies. Similarly, Rahman (2020) found that the organization relies on the results of human resource planning in its staffing

strategy to achieve the desired goals. The firm's financial results tend to be strengthened via a succession plan, talent management tactics, and a staffing plan (Chakraborty & Biswas, 2019). However, although human resource planning is required for effective performance, planning for future staffing needs is essential. Rahayu and Atmojo (2019) and Sultan (2015) confirmed a positive relationship between employee recruitment and human resource planning. Based on Ogunode and Emmanuel (2023), efficient HR planning may mitigate personnel shortages or overstaffing.

Similarly, job analysis has been considered to be important for shaping staffing strategies. Job analysis is the procedure used to determine the duties, skills, and jobs available to those who occupy it (Dessler, 2016; Mondy, 2005). It also refers to the systematic process of collecting information and making a judgment about its importance and its connection to the nature of the work and the job. Job analysis comprises two primary activities: job description and job specifications (Abdullah et al., 2017; Alhiti, 2021). It is the first step in which all other functions and strategies of human resource management in the organization are built (Al-Salem & Saleh, 2002; Anwar, 2017). The job description includes a list of job duties, responsibilities, relationships, and work conditions (Dessler, 2016; Anwar & Balcioglu, 2016). On the other hand, a job specification is defined as a list of job requirements that must be met by a person, such as education, skills, and personality type.

Job analysis covers many different activities, including recruitment, selection, appointment, compensation, performance evaluation, and training (Dessler, 2016). Organizations carry out a job analysis process in order to recruit and select employees who have knowledge, skills, abilities, and a strong personality. Moreover, according to Sanchez and Levine (2000), job analysis plays a critical role in human resource planning. Newman and Lyon (2009) also cited job analysis as one of the most common resources for establishing a relevant pool for personnel selection. According to Madia (2011), creating career posts to get the desired pool of candidates is a common approach in recruitment. However, Abraham et al. (2024) pointed out that career announcements should include clear job specifications as well as

job descriptions. Thus, employees should be chosen based on how well they match job specifications and descriptions.

When an organization’s HR department fails to conduct proper job analysis and prepares poor job descriptions, the consequences can be significant problems in selecting the best candidate for a particular job (Smith, 2015). Hence, when proper job analysis is not conducted, issues with recruitment and selection normally arise (Abdullah & Othman, 2019). Therefore, the available position should be clarified to see how to occupy the available position and the type of suitable candidate for this position throughout updating both the job specification and description (Hameed & Anwar, 2018). Rehman (2012) conducted a study on HR practices that is unusual and verified the importance of hiring the right person for the job. The findings also acknowledged the importance of a precise job analysis in identifying the right candidate for the right job. Additionally, Ashraf and Caldwell (2017) discovered that job analysis is the foundation for any corporate recruitment and selection strategies. Furthermore, Ashraf and Caldwell (2017) investigated how the public sector’s hiring process falls short in terms of job analysis and presenting employees with a clear job description. However, management accountants’ technical skills and competencies are now taken for granted, and employers are more concerned with a person’s look and credibility (Lepistö & Ihantola, 2018).

This study proposes human resource planning as a mediator between job analysis and staffing strategies. A mediating variable in a research model accounts for the relationship between the independent and dependent variables (Baron & Kenny, 1986). Mathieu and Taylor (2006), using the decision tree framework, suggested ascertaining the covariance relationships between the three variables. These include: an independent variable (IV), the mediating variable (M), and the dependent variable (DV). Figure 1 elucidates this framework. Accordingly, the primary precondition for identifying a significant mediation is that all three correlations among the variables represented by paths “a”, “b”, and “c” must be statistically significant. If any of these correlations is not statistically significant, the mediating effect cannot be confirmed (Baron & Kenny, 1986; Hair et al., 2010; Mathieu & Taylor, 2006). However, if the linkages among the constructs are positive and also significant, we can conclude as follows:

- 1) in case the direct effect of the IV on the DV (path “a”) is not significant, there could be a full mediation;
- 2) if this is not the case, there may be a partial mediation.
- 3) if there is no partial or full mediation, the linkages among the IV and DV are either direct, indirect, or non-existent.

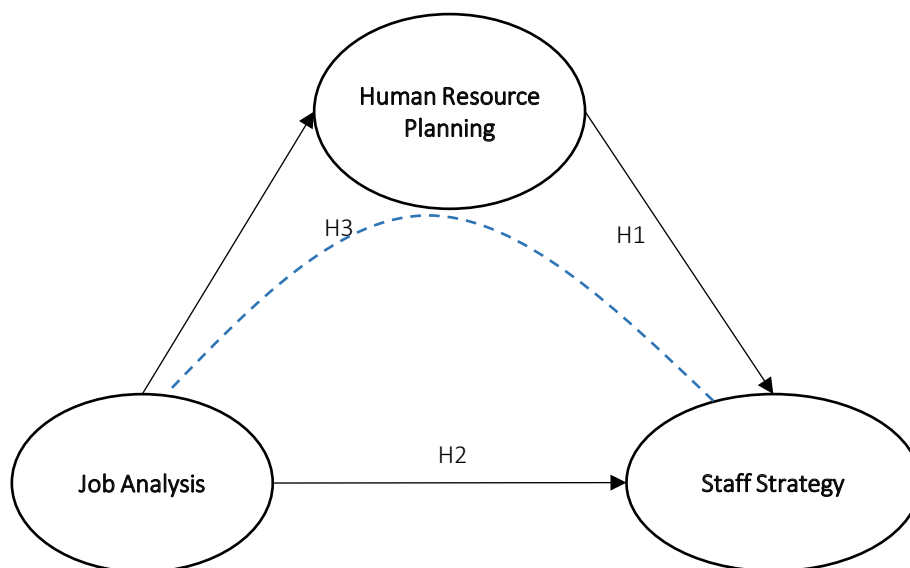


Figure 1. Research model

However, earlier research (Chakraborty & Biswas, 2019; Susanti et al., 2022) confirmed that job analysis positively affects human resource planning. Alabi et al. (2024) also revealed that human resource planning is a key predictor of staffing strategies. However, to our knowledge, there is limited research that focused on testing the mediating role of human resource planning among job analysis and staffing strategies.

The literature review verifies the important role of job analysis and human resource planning in affecting staffing strategies. Organizations that take a proactive approach to managing their human capital in relation to staffing strategies are likely to perform better and achieve better growth. Therefore, it is necessary to develop strategic plans and commit necessary resources toward achieving them.

This paper aims to test the impact of job analysis and human resource planning on staffing strategies. It also aimed to verify the mediating effect of human resource planning among them. The conceptual framework is portrayed in Figure 1.

In line with the literature review, the following hypotheses are formulated:

- H1: There is a direct and positive impact of human resource planning on staffing strategies.*
- H2: There is a direct and positive impact of job analysis on staffing strategies.*
- H3: There is a significant effect of human resource planning as a mediator between job analysis and staffing strategies.*

## 2. METHODS

A structured questionnaire was employed to collect necessary data and test the linkages between human resource planning, job analysis, and staffing strategies in the banking sector in Abu Dhabi. This research methodology is considered the best fit for addressing the research questions. A convenience sampling technique was used to gather the data from banking employees in Abu Dhabi. The questionnaires were distributed to 750 respon-

dents from February to April 2025. However, only 309 questionnaires were returned. They represented more than 50% of total responses and thus were deemed acceptable for analysis. Additionally, the number of returned and acceptable questionnaires was accepted to be analyzed through SPSS-AMOS software as recommended by Hair et al. (2010). During the data collection process, ethical considerations were followed by ensuring that the participants took part in answering the survey without any influence. Their responses were kept anonymous and not disclosed anywhere to maintain confidentiality.

The questionnaire items were prepared based on validated scales, which were tested before in similar studies. Prior to the initial collection of the scales, reliability and validity were analyzed via a pilot study. The significance of a pilot study is that it allows us to exclude irrelevant items from the questionnaire (Hair et al., 2016). The questionnaire consisted of three parts: the first included the cover page with contact details; the second comprised the respondents' personal information; and the third included all items for human resource planning, job analysis, and staffing strategies. This study's target group is the employees of various banks in Abu Dhabi, where the spoken language is Arabic. Therefore, the questionnaire was prepared in English and then translated into Arabic to simplify it for the respondents. Moreover, back-to-back translation methods were applied as recommended by Sousa and Rojjanasrirat (2011). A 5-point Likert scale ranging from strongly disagree to strongly agree was used across all items. The items for job analysis are adapted from Hendri et al. (2019), while human resource planning items are adapted from Al-Hyasat (2006). In addition, the items of staffing strategies are adapted from Al-Hyasat (2006). All questionnaire items are listed in Appendix A.

Structural equation modeling (SEM) was employed to evaluate the model and verify the hypotheses. Specifically, AMOS software was used as an analytical tool for generating the model and testing hypotheses. Confirmatory Factor Analysis (CFA) was initially used to find the Average Variance Extracted (AVE), Composite Reliability (CR), and model fit. The model's measurements illustrate the correlation between the items and the unknown variables.

**Table 1.** Demographic analysis of respondents

Category	Frequency	Percent
<b>Gender</b>		
Male	218	70.6%
Female	91	29.4%
<b>Age</b>		
Less than 30 years	52	16.8%
30 to less than 40 years	121	39.2%
40 to less than 50 years	89	28.8%
50 to less than 60 years	39	12.6%
60 years or more	8	2.6%
<b>Qualification</b>		
High School Certificate	19	6.1%
Diploma	42	13.6%
Bachelor's Degree	183	59.2%
Postgraduate	65	21.1%
<b>Total Years of Experience</b>		
Less than 5 years	45	14.6%
5 to less than 10 years	78	25.2%
10 to less than 15 years	52	16.8%
15 to less than 20 years	74	23.9%
20 years or more	60	19.9%

However, demographic characteristics of the participants were analyzed via SPSS software. As shown in Table 1, males accounted for 218 employees (70.6%) of the total sample, while females accounted for 91 employees (29.4%). The most represented age group was 30 to < 40 years (39.2%), followed by 40 to < 50 years (28.8%). The remaining age groups included < 30 years (16.8%), 50 to < 60 years (12.6%), and  $\geq$  60 years (2.6%). The results further indicated that the majority of participants held a bachelor's degree (59.2%). Regarding work experience, the largest group of the sampled participants had 10 to < 15 years (26.8%), followed by 5 to < 10 years (25.2%), 15 to < 20 years (23.9%), < 5 years (14.6%), and  $\geq$  20 years (19.4%).

### 3. RESULTS

In the first phase of data analysis, the reliability of measurement scales was conducted through SPSS. The results showed that the overall reliability for the model and for each variable is more than the accepted value of Cronbach's Alpha value (Cronbach's Alpha > 0.70). After that, the mea-

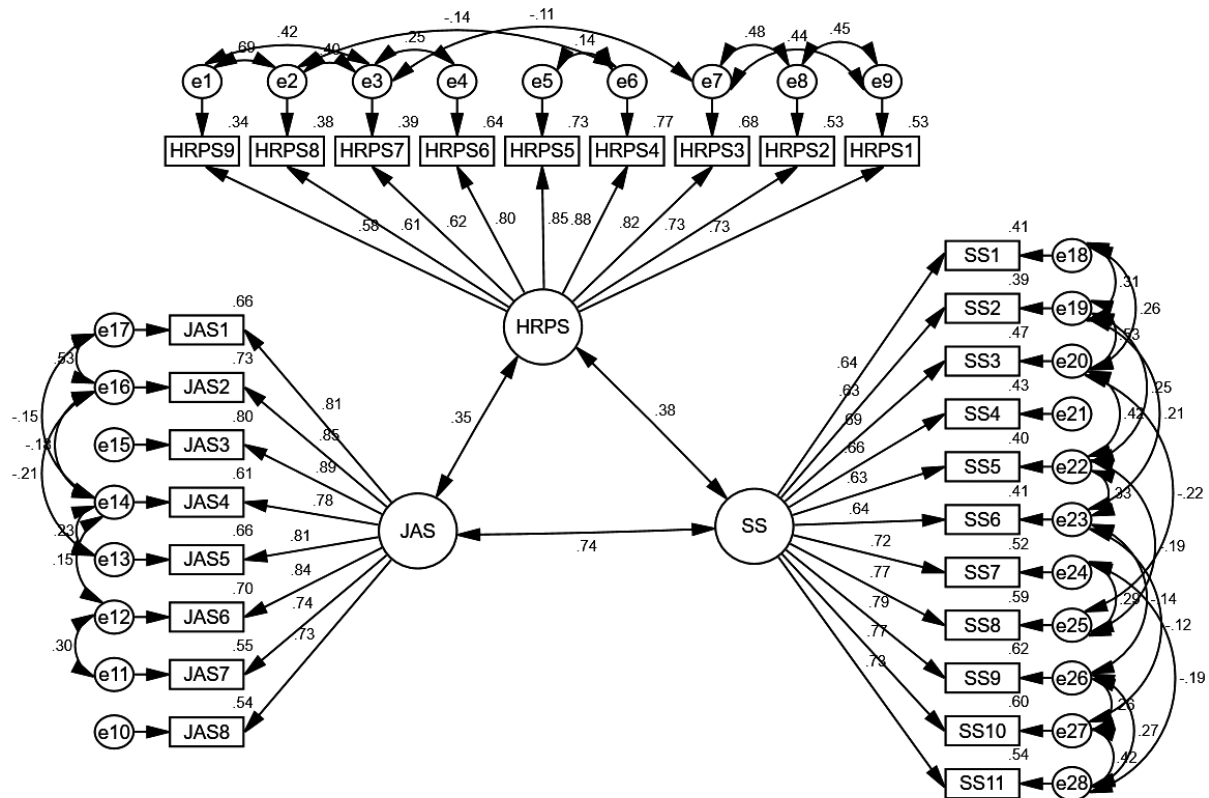
surement model (see Figure 2) was estimated using AMOS software. The first step in the AMOS analysis was to run a CFA for each variable. The findings revealed that all CFA values are fit. Moreover, Composite Reliability (CR) and Average Variance Extracted (AVE) were calculated, and both met the cut-off points of 0.50 and 0.70 for AVE and CR, respectively. The Cronbach's Alpha, AVE, and CR results are shown in Table 2.

As displayed in Table 2, Cronbach's Alpha for all variables ranged from 0.919 to 0.938, which is acceptable and indicates an excellent ratio for Cronbach's Alpha, which is accepted if it is more than 0.70. Furthermore, the AVE values ranged between 0.532 and 0.571, giving a cut-off greater than the AVE value (0.50) for all variables as suggested by Fornell and Larcker (1981). Moreover, CR values ranging from 0.826 to 0.882 were more significant than the minimum accepted value of 0.70, as proposed by Hair et al. (2010, 2016).

Figure 2 shows that the model is fit with a relative chi-square (CMIN/DF) of 3.284, GFI = 0.902, CFI

**Table 2.** Cronbach's Alpha, AVE, and CR

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Human resource planning	0.924	0.532	0.826
Job analysis	0.938	0.561	0.854
Staffing strategies	0.919	0.571	0.882



Note: JAS = job analysis; SS = staffing strategies; HRPS = human resource planning.

Figure 2. Measurement model

= 0.962, and RMSEA = 0.070. After that, the discriminant validity was calculated, and the results are shown in Table 3. The correlations among the constructs range from 0.351 to 0.737, all of which are less than 0.90 and greater than 0.20, which is acceptable for the next step of the analysis.

Table 3. Discriminant validity

Construct	HRPS	Job analysis	Staffing strategies
HRPS	0.847	–	–
Job analysis	0.351	0.781	–
Staffing strategies	0.384	0.737	0.834

Note: HRPS = human resource planning.

Data normality is one of the most important measures that should be achieved to run the analysis in AMOS.

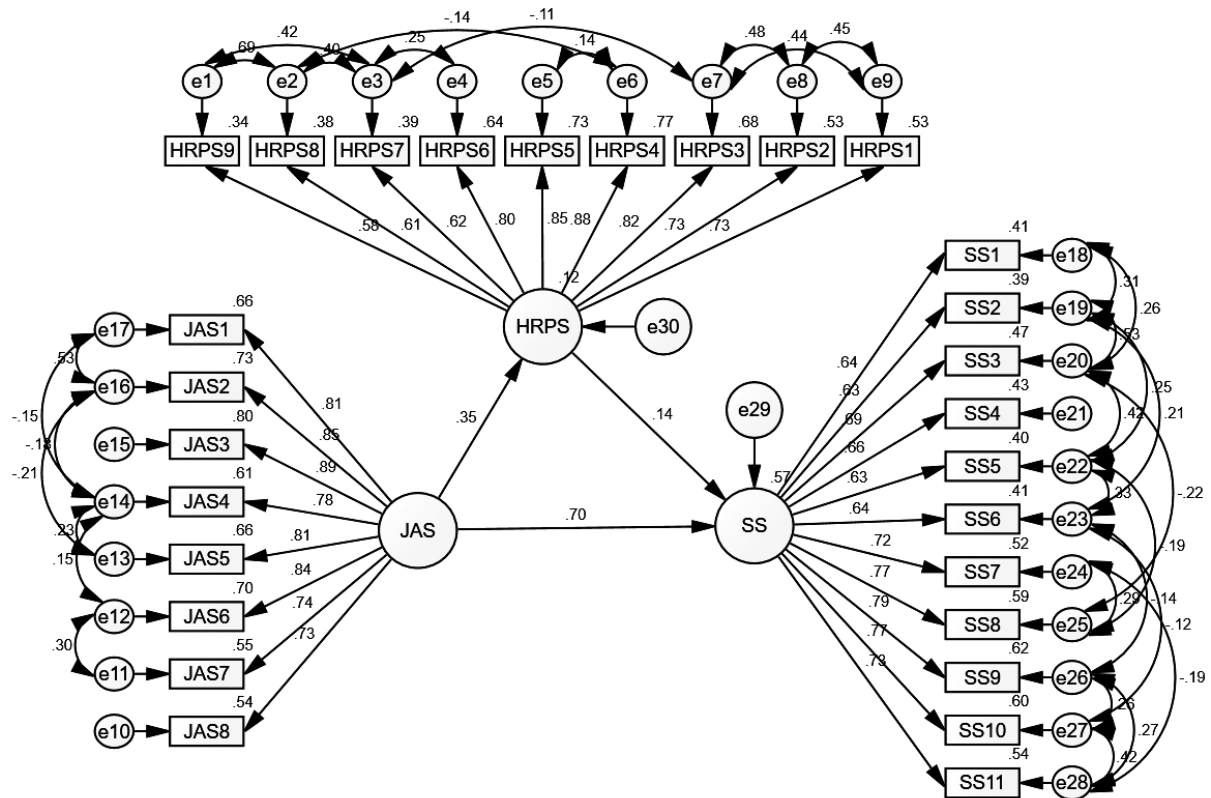
The normality test showed that all Skewness values ranged from -1.697 to 0.512, within the accepted range of  $\pm 2$ . The Kurtosis also ranged from 0.227 to 2.998, within the accepted range of  $\pm 3$ . Therefore, the measurement model is considered accepted to proceed to the next analysis step, which includes the structural model for hypothesis testing. Figure 3 showed that the model is fit with a relative chi-square of 2.654, GFI = 0.912, CFI = 0.983, and RMSEA = 0.060 < 0.080.  $R^2$  was 0.572, which means that human resource planning strategy explains 57% of staffing strategy, and the rest (33.2%) is explained by other variable/s that were not employed in this study.

Once the structural model (Figure 3) was finalized and deemed a good fit to the data, the next step

Table 4. Hypotheses testing results

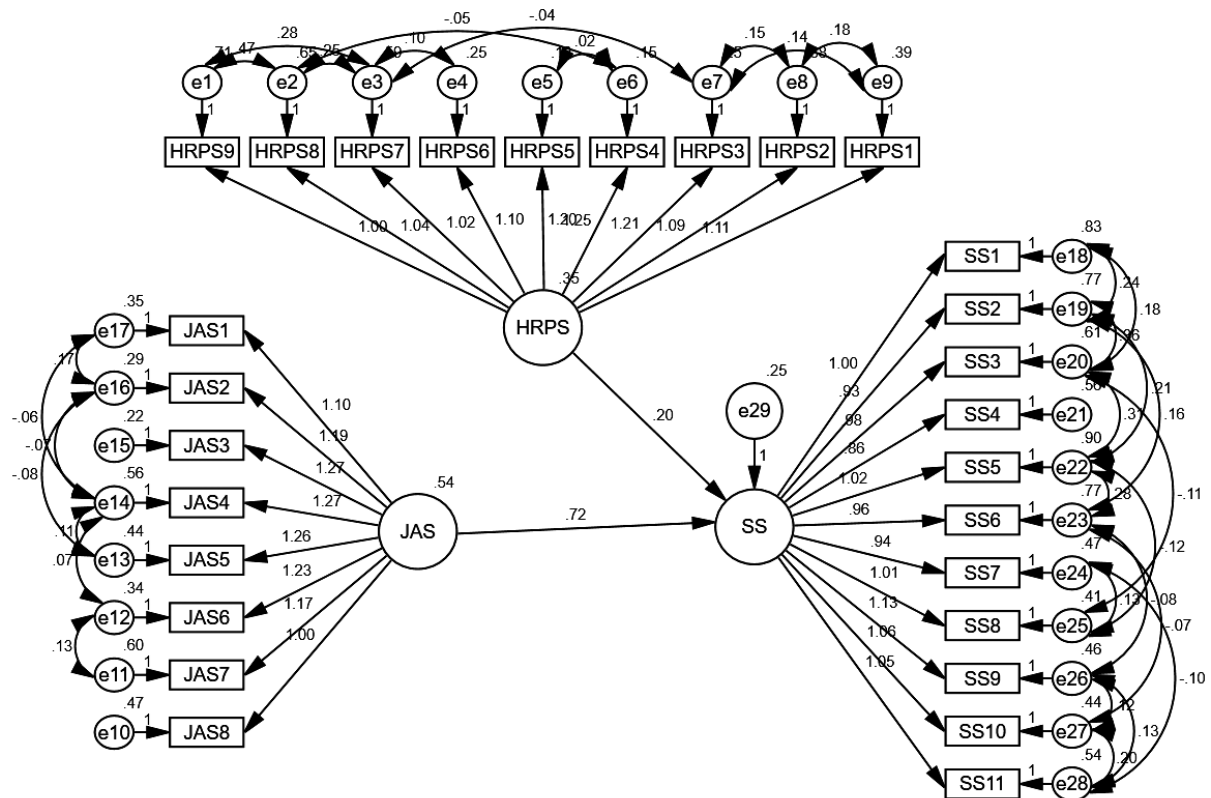
Direct Hypotheses	Beta	S.E.	C.R.	P
HRPS à staffing strategies	0.143	0.066	8.147	0.000
Job analysis à staffing strategies	0.702	0.045	6.161	0.000

Note: HRPS = human resource planning.



Note: JAS = job analysis; SS = staffing strategies; HRPS = human resource planning.

Figure 3. Structural model



Note: JAS = job analysis; SS = staffing strategies; HRPS = human resource planning.

Figure 4. Direct effects without mediation

was to test the hypotheses. Table 4 displays that the significant effect of human resource planning on staffing strategies is verified. Specifically, the results postulated that human resource planning positively impacts staffing strategies with a Beta of 0.143 and a  $p$ -value of 0.000; thus, H1 is accepted. Moreover, the significant effect of job analysis on staffing strategies was supported (Beta = 0.702); hence, H2 is confirmed.

To measure the mediating effect of HRPS, we used Baron and Kenny's formula. As shown in Table 5 and Figure 4, human resource planning mediates the relationship between job analysis and staffing strategies as the dependent variable. Moreover, the degree of mediation is partial.

**Table 5.** Mediating effects

DV = Staffing Strategies M = Human Resource planning	Independent variable (IV)
	Job Analysis
Total Effect of IV on DV without M	0.720*** (0.001)
Direct Effect of IV on DV with M	0.700*** (0.001)
Effect of IV on M	0.351*** (0.001)
Effect of M on DV	0.142*** (0.001)
Indirect Effect of IV on DV through M	0.048** (0.005)
Mediation Effect	Yes
Degree of Mediation	Partial
Hypothesis Result	Supported (H3)

Note: \* = Sig. at  $p < 0.05$ ; \*\*\* = Sig. at  $p < 0.001$ , (two-tailed).

## 4. DISCUSSION

The findings confirmed the positive impact of human resource planning on staffing strategies, as indicated by a CR value of 6.161 and a  $p$ -value of 0.000. This means that achieving a crucial magnitude ratio of 6.161 in a definite value has a 0.000 chance of happening. To clarify, at the 0.000 level, the regression weight of human resource planning in expecting staffing strategies is significantly different from zero (two-tailed). Hence, hypothesis one (H1) is supported. Moreover, the estimated Beta is 0.142, indicating a positive relationship: when human resource planning increases by 1 standard deviation, staffing strategies increase by 0.142 standard deviations. The findings show that human resource planning enhances staffing strategies and further supported was reported by Amadinna and Borle (2025), Rahman (2020), Rahayu and Atmojo (2019), and Sultan (2015).

Human resource planning has a positive, vital impact on staffing strategies. Thus, the main pillar of human resources planning is job analysis (Waheed et al., 2016). This implies that human resource planning plays an essential role in staffing strategies globally; however, the nature of this role varies from one country to another (Sultan, 2015).

The findings also showed that job analysis positively affects staffing strategies, with a CR value of 8.147 and a  $p$ -value of 0.000. This means that the chance of obtaining an 8.147 vital magnitude ratio in a definite value is 0.000. To clarify, the job analysis's regression weight in predicting staffing strategies is significantly different from zero at the 0.000 level (two-tailed). Therefore, hypothesis two (H1) is supported. Furthermore, the standard value of Beta is 0.720, indicating a positive relationship: when the job analysis value increases by 1 standard deviation, employee satisfaction increases by 0.720 standard deviations. Job analysis provides organizations with vital recommendations that can enhance staffing strategies (Al-Salem & Saleh, 2002; Anwar, 2017; Abdullah et al., 2017). Therefore, we can conclude that the presence of good job analysis increases the effectiveness of staffing strategies for appropriate employees (Aguinis et al., 2024; Dessler, 2016; Anwar & Balcioglu, 2016). Some previous studies highlighted the important role of job analysis (job description and specification) in selecting the right person for the job (Rehman, 2012; Ashraf & Caldwell, 2017).

Finally, the results displayed that human resource planning acts as a mediator between job analysis and staffing strategies. Specifically, it was found that job analysis has a significant effect on staffing strategies, independent of the mediating effect of human resource planning strategies. The total standardized effect was 0.720 at a  $p$ -value was 0.001. The standardized total effect of job analysis on staffing strategies, controlling for human resource planning as a mediator, was statistically significant. The direct effect of job analysis on staffing strategies, with human resource planning as a mediator, remains significant ( $p$ -value = 0.001) and has a standardized direct effect of 0.700. Thus, the direct effect of job analysis on staffing strategies, with the effect of human resource planning as a mediator, was also significant. Additionally, the effect of job analy-

sis on human resource planning as a mediator was statistically significant ( $p$ -value = 0.001) and had a standardized effect of 0.351. The effect of human resource planning as a mediator on staffing strategies was also significant at the 0.001 level, with a standardized effect of 0.142. Table 5 shows that the standardized direct effect of job analysis on staffing strategies, with human resource planning as a mediator, decreased, and

all paths were statistically significant. Therefore, human resource planning mediates the effect of job analysis on staffing strategies. Moreover, the degree of the mediation effect was partial. This result supported hypothesis three (H3). Finally, job analysis has a positive indirect effect on staffing strategies through human resource planning. The value of the indirect effect was 0.048, which was significant at  $p = 0.005$ .

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## CONCLUSION

The purpose of this study was to test the effects of human resource planning and job analysis on staffing strategies in the Abu Dhabi banking sector. It also focused on verifying the effect of human resource planning strategies on job analysis and staffing strategies. A structural equation modeling (SEM) approach was used to analyze the collected data and draw conclusions.

The results confirmed that all the proposed hypotheses were supported. In addition, the results confirmed the significance of the conceptual model and showed that human resource planning and job analysis explain 56.9% of staffing strategies.

The theoretical contribution is mainly evident in providing and validating the framework to examine the effect of human resource planning and job analysis strategies on staffing strategies. Therefore, the findings portray a real contribution by highlighting the role of both job analysis and human resource planning in predicting staffing strategies. This helps top management understand how to select the right employee in the right place at the right time for the purpose of accomplishing the desired goals. Thus, the current results and findings are beneficial to the Abu Dhabi and UAE banking sectors. Furthermore, this paper showed that human resource planning and job analysis are now more important than ever and will significantly impact staffing strategies. Accordingly, organizations must continue implementing extra job analysis and human resource planning in practice to achieve the desired objectives.

Despite noteworthy findings, several limitations need to be addressed. First, only a quantitative approach was employed to collect data from Abu Dhabi banks, leaving no scope for qualitative research. Additionally, the questionnaire was adapted from previous studies to match the study objectives. Therefore, no new items were formulated. The second limitation is that the data were collected only from Abu Dhabi banks, which do not represent all banks in the UAE. Additionally, there was no comparison with any other countries. Thus, further research could be conducted to overcome these limitations.

## AUTHOR CONTRIBUTIONS

Conceptualization: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat, Ayman AlArmoti, Jalal Rajeh Hanaysha.

Data curation: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat.

Investigation: Waleed M. K. Alhyasat.

Methodology: Ayman AlArmoti, Jalal Rajeh Hanaysha.

Project administration: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat.

Resources: Khaled M. K. Alhyasat.

Software: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat, Ayman AlArmoti, Jalal Rajeh Hanaysha.

Supervision: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat, Ayman AlArmoti, Jalal Rajeh Hanaysha.

Visualization: Khaled M. K. Alhyasat.

Writing – original draft: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat, Ayman AlArmoti, Jalal Rajeh Hanaysha.

Writing – review & editing: Khaled M. K. Alhyasat, Waleed M. K. Alhyasat, Ayman AlArmoti, Jalal Rajeh Hanaysha.

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## APPENDIX A

**Table A1.** Measurement items of constructs

Construct	Item	Survey Questions	Source
Job Analysis	JAS1	There is a written job analysis in the company	Hendri et al. (2019)
	JAS2	Job analysis includes all the jobs in an organization	
	JAS3	Job analysis clarifies the duties and responsibilities of each job	
	JAS4	Job analysis shows the skills that should be available to the incumbent	
	JAS5	Job analysis is taken into account in the staff process	
	JAS6	Job analysis is utilized in the human resource planning process	
	JAS7	The current job analysis is accurate	
	JAS8	Job analysis is updated periodically	
	JAS9	There are job description cards in the bank for all vacancies	
Human Resource Planning	HRPS1	The organization predicts a number of employees who need them in the future	Al-Hyasat (2006)
	HRPS2	The organization predicts what kind of skills, abilities, and experience it will need for the future	
	HRPS3	There is a competent authority to do workforce planning and forecasting	
	HRPS4	Managers and heads of departments participate annually in determining their needs from employees	
	HRPS5	Workload analysis is one of the foundations that the organization follows to determine the needs of employees	
	HRPS6	One of the foundations that the organization follows to determine the needs of the workforce is performance rates	
	HRPS7	There is an electronic system for information about human resources in the company	
	HRPS8	The human resource planning process contributes to a good preparation to fill job vacancies to meet the organization's needs for workers in a specific time	
Staffing Strategies	SS1	The bank advertises the required jobs to select the best candidates	Al-Hyasat (2006)
	SS2	The process of selecting and hiring employees improves the bank efficiency	
	SS3	The bank selects employees through promotion and internal competition	
	SS4	The bank makes sure the safety and health of its employees.	