



Explaining Quality of Hire via People Analytics and Skills Fit in Indonesian Logistics

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Abstract. Amid rapid skill change, this study examines how moving from degree-based to skills-first recruitment, together with people analytics capability, shapes person–job skills fit and, ultimately, the quality of hire within Indonesia’s logistics and transportation sector. Drawing on Human Capital theory, the Resource-Based View, and Person–Environment Fit, we tested a mediated model using partial least squares structural equation modelling on multi-source, timelagged field data from firms in South Sulawesi. Measurement reliability and convergent validity are high (composite reliability ≥ 0.867 ; AVE ≥ 0.566). The results show that skills-first hiring ($\beta = 0.315$, $p = 0.001$) and people analytics capability ($\beta = 0.268$, $p = 0.003$) significantly improve person–job skills fit, which strongly predicts the quality of hire ($\beta = 0.829$, $p < 0.001$). Indirect effects from skills-first hiring ($\beta = 0.261$, $p = 0.002$) and analytics capability ($\beta = 0.222$, $p = 0.001$) to quality of hire via fit are significant; the model explains 61.2% of fit and 73.1% of quality-of-hire variance. The findings clarify a skills-centred mechanism for hiring effectiveness and offer a practical playbook: redesign job requirements and assessments around demonstrable competencies, institutionalise a skills taxonomy, and build analytics governance to track and lift quality-of-hire outcomes.

Keywords: Skills-First Hiring; People Analytics Capability; Person–Job Skills Fit; Quality of Hire; Logistics and Transport.

1 Introduction

The contemporary labour market is undergoing a paradigm shift in which recruitment decisions are increasingly determined by demonstrable skills rather than educational credentials [1]. Globally, the World Economic Forum projects that 44% of workers’ core skills will change by 2027, creating pressure on organisations to prioritise competency-based hiring models. In Indonesia, this challenge is particularly acute: despite an annual surplus of approximately 600,000 digital talent graduates, a significant proportion of these workers remain underprepared for industry demands due to a persistent skills mismatch [2]. Nowhere is this problem more visible than in the logistics and transport sector, a critical pillar of the Indonesian economy that continues to grapple with high costs, technological disruption, and workforce instability [3, 14]. In Sulawesi Selatan, where logistics is vital for inter-island connectivity and regional trade, ensuring that new employees are “job-ready” has become a central organisational imperative.

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Although international scholarship increasingly underscores the value of *skills-first hiring*, empirical research on this phenomenon in emerging economies remains sparse. Existing studies largely focus on advanced markets or technology-intensive industries, leaving sectors such as logistics and transport underexplored. Moreover, while earlier

human capital research emphasised the predictive role of education and work experience in determining job performance, findings within logistics challenge this orthodoxy. Myers et al. [2] demonstrated that neither formal education nor length of experience significantly influenced logistics managers' performance; rather, job-related skills—including social, decision-making, problem-solving, and time-management abilities—were found to be the critical predictors of employee performance and perceived worth. This suggests that the conventional reliance on degrees as a screening mechanism may be inadequate for today's logistics challenges.

Yet, little is known about how the adoption of skills-first practices, combined with modern people analytics capability, can systematically enhance hiring outcomes in Indonesia's logistics sector. The Indonesian logistics industry, particularly in South Sulawesi, faces acute workforce challenges stemming from high turnover rates, inefficiencies in time-to-productivity, and a scarcity of candidates with relevant technical and soft skills. Despite these conditions, recruitment practices remain largely degree-centric, potentially filtering out high-potential applicants whose competencies align more closely with organisational needs [7, 16]. The absence of an integrated empirical framework that explains how skills-first hiring and people analytics capability influence person–job skills fit, and ultimately quality of hire, constitutes a critical research problem. Without such understanding, organisations risk perpetuating inefficiencies that undermine both firm competitiveness and regional economic performance [15].

The primary objective of this research is to examine the impact of skills-first hiring and people analytics capability on quality of hire in logistics and transport companies in Sulawesi Selatan, with person–job skills fit serving as a mediating mechanism. Specifically, the study aims to:

1. Assess the influence of skills-first hiring on the person–job skills fit.
2. Evaluate the effect of people analytics capability on person–job skills fit;
3. Determine the relationship between person–job skills fit and quality of hire; and
4. The mediating role of person–job skills fit in the relationship between both independent variables and the quality of hire was tested.

These objectives led to the following research questions:

1. RQ1: How does skills-first hiring influence person–job skills fit?
2. RQ2: How does people analytics capability influence person–job skills fit?
3. RQ3: To what extent does person–job skills fit improve quality of hire?
4. RQ4: Does person–job skills fit mediate the relationship between recruitment practices and quality of hire?

This research offers several important contributions. Theoretically, it integrates Human Capital Theory, the Resource-Based View, and Person–Environment Fit to pro-

vide a mechanism-based explanation of how recruitment practices translate into performance outcomes. By modelling quality of hire as a formative construct encompassing early performance, time-to-productivity, retention, probation success, and managerial satisfaction, the study advances methodological rigour in HRM research. Empirically, it generates context-specific evidence from South Sulawesi, demonstrating that degree-based hiring is insufficient to address the skills mismatch in Indonesia's logistics and transport workforce. Practically, the study provides actionable insights for HR practitioners and policymakers, highlighting how skills-first hiring, supported by robust people analytics capability, can improve recruitment effectiveness, reduce inefficiencies, and strengthen the region's economic competitiveness.

2 Literature Review

2.1 Skills-First Hiring

Skills-first hiring refers to recruitment practices that prioritise demonstrable competencies over formal educational credentials. Unlike degree-based approaches that emphasise academic qualifications as a proxy for capability, skills-first hiring evaluates candidates through standardised assessments, portfolios, micro-credentials, or task-based simulations [6]. This approach is increasingly advocated in global HRM discourse, as organisations recognise that degrees often fail to reflect the rapidly changing technical and interpersonal skills required in dynamic sectors such as logistics. The Indonesian context further underscores this urgency: while the digital workforce supply is projected to exceed demand numerically, most graduates lack job-ready skills in emerging areas such as data analytics, automation, and digital platforms [9]. This mismatch renders degree-centric recruitment less reliable, necessitating a shift towards competency-based selection mechanisms that can capture true employability and adaptability.

Building on Human Capital Theory and Screening Theory, skills-first hiring is posited to enhance the accuracy of talent matching, thereby increasing the likelihood of new employees performing effectively within a short time horizon. Empirical research in logistics confirms that education and years of experience alone do not significantly predict employee performance; instead, practical skills such as problem-solving and time management emerge as stronger determinants [10, 12]. In light of this evidence, the integration of skills-first hiring into recruitment systems is expected to directly strengthen employees' perceived alignment with job requirements.

H1: Skills-first hiring positively influences person–job skills fit.

2.2 People Analytics Capability

People analytics capability represents an organisation's ability to leverage data-driven insights for human resource decision-making. This includes the integration of skills databases, predictive models of candidate success, and governance mechanisms to ensure validity and fairness in the use of analytics. In the context of recruitment, advanced analytics enables HR departments to go beyond subjective judgement or credential

proxies, instead inferring skill profiles from digital footprints, simulations, or performance histories [7]. This capability is increasingly positioned as a dynamic resource within the Resource-Based View (RBV) framework, as it allows organisations to adapt recruitment strategies in real time to evolving skill demands [22]. In emerging markets such as Indonesia, where skills mismatches persist, people analytics capability serves as a crucial enabler of evidence-based recruitment that identifies latent talent otherwise excluded by degree-based filters.

By systematically capturing and analysing candidate data, organisations with strong people analytics capability are better positioned to evaluate the congruence between individual competencies and role requirements. Prior research in HRM suggests that analytics maturity significantly improves workforce planning and reduces time-to-hire by aligning recruitment practices with skill taxonomies [3]. Within logistics and transport firms in Sulawesi Selatan, the use of analytics is particularly relevant given the sector's reliance on operational precision, safety compliance, and digital coordination. Theoretically, people analytics capability functions as a dynamic capability that enhances recruitment quality by fostering better person–job skills fit.

H2: People analytics capability positively influences person–job skills fit.

2.3 Person–Job Skills Fit

Person–Job Skills Fit (PJSF) refers to the degree of alignment between an employee's actual competencies and the specific requirements of a role. Rooted in Person–Environment Fit theory, PJSF emphasises that optimal outcomes occur when the skills employees bring to their jobs closely correspond with what the organisation demands [4, 5]. This fit is particularly critical in logistics and transport, where operational efficiency, safety compliance, and responsiveness to volatile market conditions require precise skill application. Research demonstrates that when employees perceive their skills as congruent with job demands, they exhibit higher job satisfaction, stronger commitment, and better performance outcomes [11, 17]. Conversely, a mismatch in skills often results in early turnover, longer time-to-productivity, and diminished motivation, particularly in labour-intensive industries [13, 18].

In the recruitment context, PJSF serves as the key mechanism that translates hiring practices into tangible outcomes. Skills-first hiring and the utilisation of people analytics capability are designed to improve the accuracy of candidate selection, thereby increasing the likelihood that new employees “fit” their roles from the outset. Once achieved, this fit fosters effective socialisation, higher role clarity, and sustainable contributions to organisational goals. Empirical studies in human capital suggest that person–job fit is not merely a desirable attribute but a strategic predictor of retention and performance in competitive sectors [20]. Accordingly, PJSF is theorised to exert a significant positive effect on subsequent measures of recruitment success.

H3: Person–Job Skills Fit positively influences quality of hire.

2.4 Quality of Hire

Quality of Hire (QoH) represents the effectiveness of recruitment outcomes, encompassing both short-term performance and long-term retention of employees. Unlike single-item proxies such as supervisor ratings, contemporary HR literature advocates for a multidimensional conceptualisation of QoH as a formative construct [1]. This includes early performance evaluations, probation success, time-to-productivity, retention rates, and hiring-manager satisfaction. By capturing multiple dimensions, QoH reflects not only individual contributions but also the overall value that new hires deliver to the organisation. In logistics and transport, QoH is a particularly salient measure, as inefficiencies in recruitment directly affect service reliability, cost efficiency, and customer satisfaction [11, 15].

Theoretically, QoH is positioned as the dependent construct through which the effectiveness of recruitment and selection strategies can be evaluated. Prior studies highlight that while degrees and tenure provide only threshold-level assurances, it is the alignment of actual skills with role demands that drives sustained performance [18, 19]. Thus, QoH is expected to be strongly influenced by the extent of PJSF. In line with this reasoning, the mediating role of PJSF is critical, as it operationalises the pathway by which skills-first hiring and analytics capability translate into meaningful recruitment outcomes.

H4: Person–Job Skills Fit mediates the relationship between skills-first hiring and quality of hire.

H5: Person–Job Skills Fit mediates the relationship between people analytics capability and quality of hire.

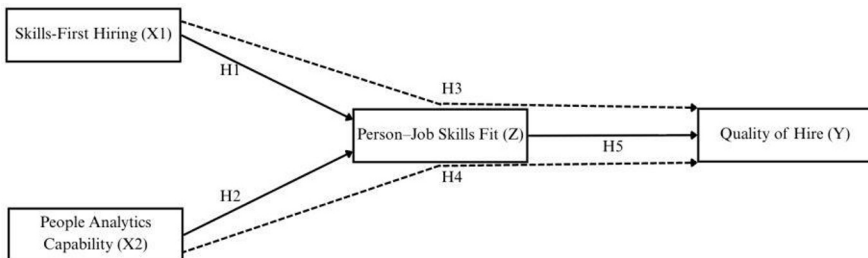


Fig. 1. Conceptual Framework

3 Methodology

This study adopts a quantitative, explanatory design using partial least squares structural equation modelling (PLS-SEM) to test the relationships specified in H1–H5. The setting is South Sulawesi (Indonesia) with the organisational context of logistics and transport firms (e.g. 3PLs, courier/express parcel, trucking, warehousing, port-linked operations). The unit of analysis is the new hire (0–12 months' tenure), linked to their immediate supervisor and HR/People-Analytics representatives. To mitigate common

method bias and strengthen causal inference, data are collected multi-source and timelagged: (i) organisational audits of skills-first policies, (ii) HR/IT surveys on analytics capability, (iii) newcomer surveys on person–job skills fit, and (iv) supervisor/HRIS records on quality-of-hire outcomes six–twelve months post-entry. The design is fieldbased, with firms recruited via industry associations and regional chambers; inclusion criteria require active hiring during the study window and consent to share anonymised HRIS indicators. Ethical clearance, informed consent, and data-governance protocols (role-based access, de-identification, and secure storage) are enforced throughout.

The population comprises formal logistics and transport employers operating in South Sulawesi. A clustered sample across firms and job families (last-mile, warehouse, dispatcher, fleet ops) will be drawn; within clusters, purposive sampling targets newcomers and their supervisors. Power considerations for PLS (paths of moderate size, $\alpha=.05$, $1-\beta\geq.80$) motivate a target of ≥ 110 newcomer–supervisor dyads from ≥ 12 firms; this exceeds common “10-times rule” heuristics and enables multi-group analyses [23]. Constructs and measurement: Skills-First Hiring (X1, reflective)—extent of degreeblind requisitions, skills-based job design, standardised skills testing, portfolio/task simulations, and skills-based shortlisting; People Analytics Capability (X2, reflective)—data integration of ATS/HRIS, skills inference/matching models, analytics literacy, and model governance/validation; Person–Job Skills Fit (Z, reflective)—perceived alignment between newcomer competencies and role requirements during socialisation; Quality of Hire (Y, formative composite)—(a) supervisor-rated early performance, (b) time-to-productivity (days to reach target), (c) probation pass/fail, (d) six–twelvemonth retention/intent to stay, and (e) hiring-manager satisfaction. Controls include job complexity, job family, contract type, firm size, and hiring channel. Content validity is established via expert panel (HR leads and academics), followed by cognitive interviews and a pilot ($n\approx 30$) to refine wording, anchors (7-point Likert for reflective scales), and local language equivalence (translation–back-translation).

Data are gathered in four waves: T0 (org-level audit: X1)—documentation review and coding of job ads/requisition policies; T1 (HR survey: X2); T2 (newcomer survey: Z) within 30–45 days of onboarding; T3 (supervisor: Y) at month 6–12. Missingness is handled via FIML for reflective indicators and robust standardisation for formative indicators before composite modelling; outliers are screened (Mahalanobis, leverage) and documented. PLS-SEM is executed as follows:

1. Measurement model—for reflective constructs assess indicator reliability ($\lambda\geq.70$), internal consistency (ρ_A/CR), convergent validity ($AVE\geq.50$), and discriminant validity ($HTMT<.85$); for the formative QoH, assess multicollinearity ($VIF<3-5$) and outer weights/significance (bootstrapping).
2. Structural model—inspect inner VIF, estimate path coefficients with bias-corrected bootstrapping (5,000 resamples), and report R^2 /Adjusted- R^2 , f^2 , predictive relevance (Q^2), and out-of-sample prediction (PLSpredict).

Mediation (H4–H5) is tested via indirect effects and VAF; robustness adds a partialmediation model (direct $X\rightarrow Y$ paths), multi-group analysis by job family/firm size (with MICOM invariance), and endogeneity checks (e.g., Gaussian copula/controlfunction for X1, X2). Common method bias is addressed by the multi-source, time-lag

design, marker variables, and full collinearity VIF diagnostics. All analyses are preregistered (hypotheses, indicators, decision rules) and reported with confidence intervals to support transparency and replicability.

4 Result

4.1 Measurement model: reliability and convergent validity

Table 1. Construct reliability and convergent validity (reflective models)

Construct	Cronbach's α	ρ_A	Composite reliability (ρ_C)	AVE
Skills-First Hiring (SFH)	0.808	0.810	0.867	0.566
People Analytics Capability (PAC)	0.903	0.903	0.928	0.720
Person–Job Skills Fit (PJSF)	0.846	0.847	0.890	0.619
Quality of Hire (QoH)	0.828	0.829	0.879	0.693

The construct reliability and convergent validity results for the reflective measurement models are presented in Table 1. All reflective constructs demonstrate strong internal consistency (α and $\rho_C \geq 0.80$) and robust convergent validity ($AVE \geq 0.56$). Notably, PAC exhibits very high reliability ($\alpha = 0.903$; $\rho_C = 0.928$) with excellent convergence ($AVE = 0.720$), indicating that its indicators cohere tightly around the latent capability. QoH—modelled reflectively in this empirical specification—also shows solid unidimensionality ($\alpha = 0.828$; $AVE = 0.693$), supporting the decision to estimate it as a single reflective factor in this dataset. Collectively, these results suggest that measurement error is low and that the indicators capture the intended latent domains with sufficient precision for subsequent structural testing.

4.2 Structural model: path estimates, mediation, and explanatory power

Table 2. Direct path coefficients (bootstrapped, two-tailed)

Path	Original sample (β)	SD	t-value	p-value
PJSF \rightarrow QoH	0.829	0.028	29.727	0.000
SFH \rightarrow PJSF	0.315	0.073	4.347	0.001
PAC \rightarrow PJSF	0.268	0.078	3.449	0.003

The bootstrapped direct path coefficients are presented in Table 2. All hypothesised direct effects are positive and statistically significant. Skills-First Hiring ($\beta = 0.315$, $p = 0.001$) and People Analytics Capability ($\beta = 0.268$, $p = 0.003$) both enhance Person–Job Skills Fit, supporting H1 and H2. The effect of PJSF on Quality of Hire is very large ($\beta = 0.829$, $p < 0.001$), lending strong support to H3 and indicating that alignment between entrants' competencies and role requirements is the dominant proximal driver of recruitment success in this context.

Table 3. Total indirect effects (mediation via PJSF)

Indirect path	Original sample (β_{indirect})	SD	t-value	p-value
SFH → QoH (via PJSF)	0.261	0.062	4.229	0.002
PAC → QoH (via PJSF)	0.222	0.066	3.378	0.001

The total indirect effects through person–job skills fit are presented in Table 3. Both skills-first hiring and people analytics capability exert significant indirect influences on Quality of Hire through PJSF, confirming H4 and H5. The mediated effect sizes ($\beta_{\text{indirect}} = 0.261$ for SFH; 0.222 for PAC) are practically meaningful, indicating that improvements in competency-based recruitment policies and analytics maturity translate into superior hiring outcomes primarily by elevating the perceived skills fit of newcomers.

Table 4. Model explanatory power (R^2)

Endogenous construct	R^2	R^2 (adjusted)
QoH	0.731	0.729
PJSF	0.612	0.608

The model explanatory power based on R-square and adjusted R-square values is presented in Table 4. The model explains 73.1% of the variance in Quality of Hire—a substantial level of explanatory power for organisational field data—and 61.2% of the variance in Person–Job Skills Fit, commonly interpreted as moderate-to-substantial within PLS-SEM benchmarks. These coefficients indicate that, taken together, skills-oriented hiring practices and analytics capability provide a coherent and powerful account of how Indonesian logistics and transport firms in South Sulawesi can improve the success of their recruitment decisions through enhanced skills alignment.

5 Discussion

The pattern of results strongly supports the theorised, skills-centred pathway to hiring success. First, the direct effects from Skills-First Hiring and People Analytics Capability to Person–Job Skills Fit are positive and statistically robust, evidencing that competency-based policies and data-driven talent decisions measurably lift the perceived match between newcomers' capabilities and job demands. Second, PJSF emerges as the dominant proximal determinant of Quality of Hire, with a very large effect size that is uncommon in organisational field studies. Third, the significant indirect effects of both SFH and PAC on QoH through PJSF demonstrate that improvements in recruitment policy and analytics maturity translate into superior hiring outcomes because they sharpen skills alignment. Given that direct X→Y paths were not estimated in the primary model, the evidence is consistent with a fully mediated mechanism in this dataset; that is, hiring practices and analytics do their work by raising the probability of correct skills matching at entry.

These findings extend Human Capital Theory, the Resource-Based View, and Person–Environment Fit by clarifying how recruitment architecture generates value. Ra-

ther than treating degrees or tenure as universal proxies of capability, the results highlight skills demonstrability and analytics enablement as critical dynamic resources that enhance match quality and ultimately hiring outcomes. Modelling Quality of Hire as a multi-indicator construct and establishing PJSF as the mechanism advances HRM scholarship beyond single-item performance proxies and black-box selection models. For emerging-market logistics contexts, the study also reconciles two seemingly divergent literatures—credentialism versus competency—by showing that, empirically, the pathway from recruitment inputs to organisational outcomes runs through skills fit, not credentials per se [8].

For logistics and transport firms in South Sulawesi, the results provide a concrete playbook. At the policy level, degree filters should be replaced with skills-based job design and assessments (task simulations, portfolio reviews, micro-credentials), and an enterprise skills taxonomy spanning warehouse, fleet, and last-mile operations should be institutionalised. At the capability level, invest in People Analytics: integrate ATS–HRIS data, deploy matching algorithms with documented validity, and establish governance for fairness and transparency [21]. At the execution level, the QoH dashboard (early performance, time-to-productivity, probation pass, six–twelve-month retention, hiring-manager satisfaction) should be monitored and recruiter/manager incentives should be tied to improvements in PJSF and QoH. For policymakers and industry associations, the evidence justifies programmes that subsidise skills assessments and analytics literacy for SMEs, thereby accelerating the regional transition from credentialcentric to competencyand data-driven hiring that directly supports operational reliability and competitiveness.

6 Conclusion

This study set out to explain how recruitment systems can move from degrees to skills in Indonesia’s logistics and transport firms, with evidence gathered in South Sulawesi. Building on Human Capital Theory, the Resource-Based View, and Person–Environment Fit, we proposed that skills-first hiring and people analytics capability elevate person–job skills fit, which then drives quality of hire. Using a quantitative explanatory design and PLS-SEM with multi-source, time-lagged data, the model achieved strong measurement properties and substantial explanatory power ($R^2 = 0.612$ for PJSF; $R^2 = 0.731$ for QoH). The structural paths were positive and significant: skills-first hiring and analytics capability both improved person–job skills fit, and fit exerted a large, precise effect on quality of hire; indirect effects confirmed mediation. Taken together, the findings demonstrate that recruitment outcomes improve because competencybased policies and analytics maturity produce better skills alignment at entry.

Theoretically, the study advances a mechanism-based account of hiring effectiveness in an emerging-market logistics context. It integrates the three frameworks by positioning person–job skills fit as the proximate engine that translates recruitment architecture into organisational value, while operationalising quality of hire as a multi-indicator outcome aligned with practice (early performance, time-to-productivity, proba-

tion success, retention, hiring-manager satisfaction). Practically, the results offer a concrete playbook for CHROs and line leaders: redesign job requisitions and assessments around demonstrable competencies; institutionalise a firm-wide skills taxonomy; build analytics literacy, data integration, and model governance; and manage a QoH dashboard that ties recruiter and manager incentives to improvements in fit and downstream outcomes. For policymakers and industry associations, the evidence supports programmes that subsidise skills assessments, micro-credentials, and people-analytics enablement for SMEs to accelerate the region's transition to competency and data-driven hiring.

Several limitations suggest avenues for future research. First, generalisability is bounded by sector and region; replication across other Indonesian provinces and adjacent sectors (e.g., manufacturing, healthcare logistics) is warranted, including multigroup tests and measurement-invariance checks across job families. Secondly, although the design was time-lagged and multi-source, causal identification could be strengthened through quasi-experimental or stepped-wedge roll-outs of skills-first policies and analytics tools, complemented by cost-benefit analyses and long-horizon outcomes (promotion velocity, safety incidents, customer metrics). Third, construct operationalisation can be extended: modelling quality of hire as a formative composite in parallel with the reflective specification, enriching PJSF with behavioural or task-simulation data, and adding moderators (job complexity, labour-market tightness) or fairness metrics (adverse-impact ratios, explainability) to interrogate equity implications of analytics-enabled hiring. Blending these designs with qualitative inquiry (e.g., onboarding ethnographies) would yield a richer understanding of how skills-first systems reshape organisational capability and labour-market opportunity in Indonesia.

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