

# Influence of Human Resource Planning on Employee Performance at the District Court Office of Gunungsitoli

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## ARTICLE INFO

### Article history:

Received Apr 03, 2024

Revised Apr 15, 2024

Accepted Apr 26, 2024

### Keywords:

Planning,  
Employee,  
Performance

## ABSTRACT

The objectives of this research are 1) To find out whether there is an influence of HR planning on employee performance. 2) To find out how much influence HR planning has on employee performance. The research method used in this research is a quantitative research method. The research results and conclusions are: (1) This research produces valid and reliable data, as proven by the results of the Validity Test with a Sig. less than 0.05 and Cronbach's Alpha Reliability Test with a value of more than 0.6. Apart from that, the data also shows a normal distribution based on the results of the Kolmogorov-Smirnov test with Asymp values. Sig. of 0.151. (2) The absence of autocorrelation and heteroscedasticity problems in the data, which is proven through Test Runs and scatterplot patterns, strengthens the reliability of statistical analysis. The Determination Coefficient (R Square) of 0.700 indicates that around 70% of the variation in Employee Performance can be explained by HR Planning Variables. The other 30% is influenced by other factors that have not been examined in this study. (3) The results of the t test show that there is a significant influence of HR Planning on Employee Performance, with a significance value (0.000) smaller than 0.05 which indicates the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. This is also supported by the results of a simple linear regression test which shows that the regression model used is valid for predicting the effect of HR Planning on Employee Performance.

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## 1. INTRODUCTION

Human resource planning is designed to ensure that an institution or organization's needs regarding personnel are met appropriately. Human resource planning (HRP) is a function that must be implemented first in an organization (Flagstad & Johnsen, 2022). Competency-based human resource management is one of the management concepts that links human resource activities within an institution or organization with the core competencies to be emphasized. One of the considerations in managing human resources is recruitment. In the recruitment process, effective selection processes are needed to distribute employee performance evenly so that the human resource strength becomes more balanced. The recruitment process is an important aspect for an institution.

Human resources are one of the crucial factors in an organization or institution to achieve its goals and objectives. Human resources are the determinants of success or failure in achieving goals. The human resources referred to here are employee performance (Farooq et al., 2022). Employees have the authority as planners, executors, and controllers who are always actively involved in achieving the goals of the organization or institution (Article 12 of Law Number 5 of 2014 concerning State Civil Apparatus).

Another aspect that institutions need to consider in influencing employee performance is employee job placement. According to (Frare et al., 2022), job placement is planning in determining which employees will fill the existing jobs in the respective organization. Human resource planning is a systematic process crucial in managing organizational manpower, involving in-depth analysis of employee needs, required skills, and responsibilities to support organizational goals and strategies (Shoaib et al., 2021).

Appropriate human resource placement is a way to optimize knowledge, skills, and attitudes towards performance for the human resources themselves. This is very important because for an institution, placing employees in the right positions is closely related to employee performance in providing significant benefits to the institution (Saputra et al., 2020). Institutions greatly need competent and quality human resources, especially in maintaining the quality of work life and nurturing employees to be willing to contribute optimally to achieve organizational goals. Placing employees in the right job positions will help the institution to obtain optimal work results and achieve expected goals. Placement should be based on job descriptions and job specifications that have been determined and guided by the principle of the right person in the right place and the right person behind the job (Cahyadi et al., 2023).

Several previous research results explain that succession planning, which is part of human resource planning, plays a role in ensuring the good performance continuity of an organization (Malsha et al., 2020). Having the right employees in the right positions at the right time is crucial for organizational success. Human resource management practices such as compensation, training and development, career planning, employee participation, and performance appraisal have been proven to influence employee commitment (Uddin et al., 2020). Communication skills, experience, and motivation have also been found to be related to career planning, which is part of human resource planning (Rashid et al., 2023). These factors can influence employee performance and contribute to their career development.

Human resource planning is widely recognized as important by organizations and is an investment in the future because with excellent employee capabilities and the ability to solve every problem and innovate, organizations can outperform competitors, thus serving the community well and implementing programs effectively and efficiently (Shoaib et al., 2021).

Employee performance is the ability of employees to perform specific skills. Employee performance is very necessary because through performance, we can assess the extent of an employee's ability to carry out assigned tasks. Thus, it can be said that an employee bears great responsibility. Administratively, government institutions can use performance appraisal as a reference or standard in making decisions related to employee work conditions. According to (Waqas et al., 2021), performance is a description of the level of achievement of implementing a program, activity, or policy in realizing the target, goals, vision, and mission of an organization that is embodied through the strategic planning of an organization. Meanwhile, (Davis et al., 2020) define performance as the results or success rate of an individual over a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, objectives, or criteria that have been predetermined and agreed upon.

Therefore, improving employee work quality must be done by improving employee performance, employees must pay attention to and prioritize work quality. In other words, the advancement of an organization will be greatly influenced by organizational performance, which will come from individual performance (Abdurachman et al., 2023). Employee performance must always be managed to be maintained at an optimal position. Good performance will be influenced by the ability to understand the type of work and skills. Therefore, a person must be able to improve their skills.

Literature studies show that some previous studies have found that human resource planning has a positive and significant effect on employee performance (Abbas et al., 2022). Research results (Suliman et al., 2023) examining the influence of human resource planning and competence on employee performance at the Darul Hijrah Puteri Banjarbaru Foundation found that human resource planning does not affect employee performance.

Employees are one of the main assets of an institution, who are active planners and actors in every organizational activity. They have heterogeneous minds, feelings, desires, statuses, educational backgrounds, ages, and genders that they bring into an organization. Organizational needs must determine the quality and quantity of human resources (Faezah et al., 2022).

Efficient and effective governance is a demand in the era of globalization full of competition and limitations in all fields. Reality demands professionalism of civil servant resources in the administration of government affairs. Employees receive attention from various circles. Various mass media almost every day report on the poor performance of employees. Employees are considered less productive, undisciplined, and have low work ethics. This negative stigma is generally addressed to employees in almost all government agencies. Officials who are absent during working hours or after national holidays are still a problem in various other government agencies. This indicates that the work attitude and culture of employees have not yet developed and become a collective awareness (ERBAŞI, 2022).

However, this does not mean that employees do not have potential. There are many employees whose potential is not given the opportunity to be empowered. Moreover, the ability or potential of employees greatly depends on their superiors in each work unit. If each work unit is brilliant in making policies and empowering subordinates, then there is an opportunity for these employees to work according to their potential (Ren et al., 2023). The first thing to note is that human resource planning is not only a strategic activity but also something central to achieving organizational goals. Human resources are now used and recognized as the most valuable organizational asset. Employee needs analysis is the basis for preparing employee formation. Employee needs analysis is a logical and systematic calculation process of all the bases/factors determined to decide the number and composition of civil servant positions needed by a state agency unit to carry out its tasks effectively, successfully, and sustainably (Yuan & Li, 2023).

A common problem in human resource management is a lack of understanding of human resource needs. Without a clear understanding of future human resource needs, human resource planning may be inaccurate and not in line with organizational needs. This can result in shortages or surpluses of labor in some fields, which can affect the overall performance of the organization. In addition, the lack of involvement from all parties, effective human resource planning requires involvement from all parties in the organization, including management and employees (Katz et al., 2022). Without this involvement, human resource planning may not reflect the actual needs of the organization and employees. Accurate performance measurement is also required, effective human resource planning requires accurate performance measurement to determine future human resource needs. In an organization, factors that can influence human resources can also be seen from its organizational culture. Organizational culture refers to the values, norms, beliefs, attitudes, and behaviors embraced and shared by members of an organization that shape how they behave, interact, and understand the world around them in the context of work (Liu & Zhang, 2022). This includes work methods, communication, member relations, and overall views on organizational goals and strategies. Organizational culture is an important aspect in strengthening the identity, unity, and performance of an organization. Identifying the required competencies; Human resource needs planning involves identifying the competencies needed to achieve organizational goals. In strengthening the organizational culture, this competency identification includes social, collaborative, and leadership competencies that are in line with the values and norms of the organization.

The District Court Office of Gunungsitoli is a judicial institution in Indonesia located in Gunungsitoli, Nias, North Sumatra Province. It is one of the types of first-level courts authorized to adjudicate cases under national legal jurisdiction. The main task of the District Court Office of Gunungsitoli is to resolve cases submitted to it in accordance with the law and regulations. Examining and deciding cases in various legal fields, including civil, criminal, state administration, and others. In this court, there are judges who decide cases based on evidence and applicable law. In carrying

out the above main tasks, the District Court Office of Gunungsitoli also has administrative functions, such as case registration, document storage, and providing information related to legal processes to the public. In addition, this office also plays a role in maintaining security and order in the courthouse and protecting the rights of the parties involved in the case (Yue et al., 2023).

Based on initial observations by the researcher on employees of the District Court Office of Gunungsitoli, the knowledge, education, and work experience of employees vary. They are not only law graduates but also come from other majors according to the job needs required by the institution. Employees from legal majors are not always considered more productive than employees from other majors. During employee recruitment, the placement is seen based on where they come from, whether from high school or vocational school graduates, D3, and S1. Work experience also matters because those who already have work experience will find it easier to handle the job. It can be seen that the level of knowledge and work experience greatly influences the performance of employees of the District Court Office of Gunungsitoli because employees already have the skills and experience, but this cannot be justified before in-depth research is conducted.

The varied performance of employees of the District Court Office of Gunungsitoli and not always in line with a legal education background, although they have relevant knowledge and work experience, raises questions about the effectiveness of existing human resource planning. In fact, the presence of employees working outside their main duties and functions indicates the potential mismatch between human resource allocation and organizational needs and goals. This indicates that suboptimal human resource planning may contribute to variations in employee performance. In addition, trivializing HRD training, incomplete job descriptions, and inadequate HR policies. In-depth research is needed to confirm these assumptions and to identify aspects of human resource planning that need improvement to ensure employee placement according to organizational needs and to improve overall performance efficiency and effectiveness (Aboramadan et al., 2022).

## 2. RESEARCH METHOD

The type of research used in this study is quantitative research, wherein empirical data will be analyzed in detail, thoroughly, and meticulously regarding the relationship between organizational culture and employee discipline based on field facts. According to (Li et al., 2023), quantitative data is a research method based on positivistic principles (concrete data), research data in the form of numbers that will be measured using statistics as a tool for calculation, related to the problem being studied to produce a conclusion. The research location is the object that will be studied in conducting the research. This research was conducted at the District Court Office of Gunungsitoli.

## 3. RESULTS AND DISCUSSIONS

Based on the results of the research analysis conducted at the District Court Office of Gunungsitoli regarding the influence of HR planning on employee performance, it can be stated that human resource planning or workforce planning is defined as the process of determining workforce needs and effectively meeting those needs so that their implementation interacts with organizational plans. Human resource planning is established by the primary link between strategic planning and human resource management. Human resource planning involves decision-making in hiring and placing staff within an organization (Katz et al., 2022). Both involve job design, recruitment, screening, compensation, training, promotion, and job policies.

Employee performance is the outcome achieved by an employee in their work according to specific criteria applicable to a particular job. Sedarmayanti in (Wood et al., 2021) states that employee performance is the achievement of an individual or group within an organization in completing tasks and responsibilities to achieve the organization's goals legitimately, without violating the law, and with morals and ethics. Employee performance requires careful consideration because an individual employee's performance within an organization is part of the organization's performance and can determine the organization's performance. The success of the organization's achieved employee performance will be influenced by the level of individual or group employee performance.

Based on the testing results through SPSS version 22 application, the following can be observed:

- 1) The calculation results of the Validity Test of questionnaire item variables X (HR Planning) and Variable Y (Employee Performance) have a Sig. value  $< 0.05$ , indicating validity.
- 2) The calculation results of Cronbach's Alpha Reliability Test for the HR Planning variable are 0.774 and for Employee Performance variable are 0.827. Therefore, the reliability test of both variables can be considered reliable because the Cronbach Alpha value is above 0.6.
- 3) The Kolmogorov-Smirnov Test results indicate a significance value (2-tailed) of 0.151, which is greater than 0.05, indicating that the research data is normally distributed, meeting the assumptions and normality requirements in the regression model.
- 4) The Autocorrelation Test results show a Sig value of  $0.696 > 0.05$ , indicating no autocorrelation symptoms based on the existing provisions.
- 5) The Heteroskedasticity Test results with scatterplot graphs show that the points are scattered above and below zero on the Y-axis without forming regular patterns, indicating no heteroskedasticity.
- 6) The coefficient of determination test results show an R Square value of 0.700. This means that the determination value when expressed is at 70%, which is the value of the HR Planning variable that can be explained. The remaining 30% cannot be explained or included in this discussion.
- 7) Furthermore, based on the t-test hypothesis, the Sig value  $< 0.05$ . Based on the data processing, it is found that the significance value of the HR Planning variable towards the dependent variable Y is 0.000, indicating that the HR Planning variable (X) has a significant effect on the Employee Performance variable (Y) or  $0.000 < 0.05$ . Thus,  $H_0$  is rejected, and  $H_a$  is accepted. Therefore, variable X has an effect on variable Y.
- 8) The results of simple linear regression show that the calculated F value is 77.110 with a significance level of  $0.000 < 0.05$ , indicating that the regression model can be used to predict the HR Planning variable or in other words, there is an effect of the HR Planning variable (X) on the Employee Performance variable (Y).
- 9) Therefore, the t-test hypothesis of variable X Y processed in this study  $H_a$  is accepted, and  $H_0$  is rejected, meaning there is a significant effect of variable X on variable Y.

Based on the above test results, the researcher can conclude that there is an influence of HR Planning (X) on Employee Performance (Y), and HR Planning (X) has an influence on Employee Performance by 70%. This is supported by research conducted by Muhammad Rifaldy (2022) titled "The Influence of Human Resource Planning on Employee Performance at the Regional Development Planning Agency of Makassar City" with a descriptive-quantitative research type. The research results show that variable X (HR Planning) has a positive and significant effect on employee performance at the Regional Development Planning Agency of Makassar City by 67%. Additionally, Nur Selviana (2018) in the study titled "The Influence of Human Resource Planning on Employee Performance at the Office of the Regional Financial Management Agency (BPKD) of Takalar Regency" with a quantitative research type, the research results show that the HR planning variable has a positive (2.377) and significant (0.020) effect on Employee Performance. This is reinforced by the research conducted by Rillya A. Kelejan (2018) titled "The Influence of Human Resource Planning and Work Experience on Employee Performance at PT. Air Manado" which states that Human Resource Planning partially significantly influences Employee Performance at PT. Air Manado.

#### 4. CONCLUSION

Based on the research conducted at the District Court Office of Gunungsitoli regarding the Influence of Human Resource Planning on Employee Performance, the researcher can draw the following conclusions is This study generated valid and reliable data, as evidenced by the results of the Validity Test with a Sig. value less than 0.05 and the Cronbach's Alpha Reliability Test with a value greater than 0.6. Additionally, the data also exhibited a normal distribution based on the Kolmogorov-Smirnov Test results with an Asymp. Sig. value of 0.151. The absence of autocorrelation and heteroskedasticity issues in the data, as demonstrated through the Runs Test and scatterplot patterns, strengthens the reliability of the statistical analysis. The Coefficient of Determination (R Square) of 0.700 indicates that approximately 70% of the variation in Employee Performance can be

explained by the Human Resource Planning Variable. The remaining 30% is influenced by other factors not investigated in this study. The t-test results indicate a significant influence of Human Resource Planning on Employee Performance, with a significance value (0.000) smaller than 0.05, indicating rejection of the null hypothesis (H<sub>0</sub>) and acceptance of the alternative hypothesis (H<sub>a</sub>). This is also supported by the results of the simple linear regression, which show that the regression model used is valid for predicting the influence of Human Resource Planning on Employee Performance.

### ACKNOWLEDGEMENTS

The author would like to express sincere gratitude for the excellent cooperation to the supervising lecturer, the examination board, and colleagues who have contributed to completing this article.

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