

HUMAN RESOURCE PLANNING: THE LIFE DIRECTION OF EDUCATIONAL ORGANIZATIONS IN INDONESIA

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Abstract. Human resource planning is very important for the future of an organization. Therefore it is very effective if an institution or organization implements human resource planning in selecting prospective members who will contribute to the organization. Educational institutions are one of the organizations that require human resource planning to process the organization based on forecasts and the need for human resources, then after that provide education and training to develop and improve the capabilities of the resources they have. This paper describes with a qualitative perspective on human resource planning (Human Resources Planning) in determining the direction of life of a public organization from the point of view of human resource planning in a public institution or organization, in this case an educational institution which is a public organization that is expected to have management. good, adaptive and flexible resources so as to produce quality and proactive resources in achieving organizational goals

Keywords: Planning, Human Resources, Educational Organization

Article info:

Submitted: 10, Mei, 2023

Accepted: 20, June, 2023

How to cite this article:

Hidayatullah, Reni Haryani Rafid, Muhammad Isya Marsyaoly, "HUMAN RESOURCE PLANNING: THE LIFE DIRECTION OF EDUCATIONAL ORGANIZATIONS IN INDONESIA", *EDUCATUM: Scientific Journal of Education*. Vol. 1, No. 2, pp. 72-78, June, 2023.



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1. INTRODUCTION

Human resource planning is a management process that looks at the movement of human resources within an organization for the future. Planning plays a very important role in the effectiveness of workers or members in an organization to be able to display the best performance. Human resource planning is used to facilitate organizational effectiveness which is then integrated into short-term and long-term goals that are poured into the programs of an organization so that it can determine the direction of organizational life in the future. Human resources is a set of processes and activities that are carried out together and used to solve organizational problems related to people. The essence of Human Resource Planning is the availability of precise or accurate data about the needs of human resources in a given time both in quantity and quality [1].

The importance of human resources is one of the keys to successful life in an institution that has different backgrounds, and planning and strategy are needed to deal with small problems like this. Because human resource management is an important aspect especially in the process of education as a public institution that has a major impact in shaping the civilization of a nation. Therefore, the function of Human Resource Management (human resources planning) must be carried out optimally. The foundation of modern HRM emerged from several interrelated sources. These include conflict management associated with the tensions and contradictions which are inherent in the employment relationship, the increased specialization of labour related to the growth in the scale of work organizations, the scientific approach of management to managing people, the 'empire building' activities of the specialists, and the employment-related law of the last three decades [2]. Modern human resource planning concerns the forecasting of the organization's human resource needs for the future and the planning required to meet those needs [3]. In general, this paper will describe whether human resource planning is the direction of life of educational organizations in Indonesia ?. While the purpose of this study describes the planning of human resources as a determinant of the direction of life of educational organizations in Indonesia.

2. RESEARCH METHODS

This study uses a qualitative approach and will be presented descriptively with the type of research library research (library). The Data presented in the form of writing and not numbers, in descriptive research does not use a specific hypothesis test. However, it only describes a variable, symptom, or condition [4]. The source of data in this study in the form of documents relating to the issues raised. In this study, using data collection techniques conducted with the study of literature. Library studies are a series of activities related to data collection methods, reading, and recording and processing research materials [5]. So, in this study, the author only describes related to research problems by observing various literature related to the subject matter raised. Data analysis is the process of systematically searching and compiling data obtained from field records, and other materials so that they can be understood and their findings can be informed to others [6]. Data analysis techniques used are descriptive data analysis techniques that aim to get a proper understanding of the object of research by not testing the hypothesis [4]. The presentation of descriptive data analysis in this study was done by describing the data and used systematically to obtain a comprehensive conclusion

3. RESULTS AND DISCUSSION

Human Resource Planning Management Concept

Planning is one of the main and first functions in management. Human resource planning is the first step that needs to be considered in increasing the competitive advantage of the organization or improving human capabilities in the organization. The success of Human Resource Management will largely depend on the ability to plan human resources within the organization.

Human resources is a determining factor in an organization's life to achieve a goal. Human Resource Planning (HR) is an effort to project how many employees and what kind of organization is needed in the future. All organizations must determine their future with various plans that are relevant and appropriate to the demands of the Times. In the present, the future is very difficult to predict because the changes that occur are very fast and massive. In this competitive global era, organizational life in an educational institution is required to continue to move with the flow of very rapid changes and increasingly complex problems in education. Therefore, with changes that are getting faster, there must be preparation to anticipate the changes that occur. In the context of human resource planning, it will be a way to deal with changes in the global world and restructuring processes in institutions that will inevitably always occur. Human resource planning is very much needed in every organization and institution. In educational

institutions, Human Resource Planning is a major factor and will be the key to success in determining the direction of goals to be achieved.

Human Resource Planning provides benefits to an institution by reducing and anticipating upcoming obstacles. Planning is an optimal initial process. It is stated by Endah Winarti that planning is the starting point of all organizational managerial activities. Planning is also the first step contained in the form of thinking about everything related to achieving goals so that optimal results are obtained. Without planning, there is no basis for the implementation of certain activities in order to achieve the goal. Thus, planning becomes a very crucial role, as the basis for further implementation activities. This shows that the importance of human resource planning for an institution, especially educational institutions to start activities that will be part of the goals of the institution. Therefore, this study shows that human resource planning is something that must be done to continue to provide energy to the institution to continue to run in achieving goals. Good and targeted planning will have a good impact on the direction of the life of an organization in this case is an educational institution in Indonesia. The world of Education under the implementation of educational institutions/organizations should be able to produce resources that have full competence, especially in the millennial era or the 21st century, which is almost entirely life is shrouded in the development of civilization, technology, and others. In this millennial era, there are so many challenges that must be faced in creating education that can produce human resources that can participate in building social, economic, and educational systems and be aware of knowledge that is in accordance with the Times [7]. Because basically every existing organization will need qualified human resources and need to see the consideration of the needs and opportunities that exist and this will be obtained from the planning process as an initial process in running institutional programs

Desleer in Triwiyanto [8] states that planning is goal setting, making estimates, reviewing a series of alternative actions, evaluating options, and then choosing a plan. The plan shows the action to take from the present place to the target. While human resources in writing [9] is a set of processes and activities that are carried out together to solve problems that exist in an institution or organization together. Human resource planning is a series of activities or activities carried out systematically and strategically related to forecasting the needs of institutions in the future in an institution or institution or institution (public and business) by using appropriate information sources in order to provide the amount and quality as needed.

Planning is always directed towards the future in terms of determining policies, priorities, costs and activities taking into account the existing reality situation. There is a problem in human resource planning is to prepare a concept to be implemented. In other words, the process of Human Resource Planning, is the process of choosing activities to be defined as a decision about a job that must be done when, where, and how it must be done. Human resource planning is needed to provide a picture of the future of an organization in achieving goals. In addition, Human Resource Planning allows organizations to improve existing human resources, procure new employees economically, and others.

Human Resource Planning has two components, namely forecasting needs (forecast requirements) and forecasting availability (availability forecast). Forecasting needs is the activity of determining the number, location and skills of workers or employees in the organization in the future in order to achieve organizational goals, forecasting needs will determine the amount of demand for human resources. while forecasting availability is an activity of the ability of a company or institution to obtain human resources in accordance with the skills needed by the company or institution. In order to forecast the availability of human resources, human resource management must observe the current internal factors and internal factors as a consideration for the search for Human Resources.

The urgency of human resources in public organizations is demonstrated through the determination and structuring of public services. This role shows the need for effective Human Resource Management, which is the focus of attention in this case is the human ability (human potential), because it is humans who can carry out organizational activities, humans who can move other resources, including controlling existing technology in the organization. In oeran public administration and the urgency of human resources can be seen from different perspectives, the perspective referred to in there are two, namely Classic and new public management. The classical perspective includes employee recruitment to the dismissal of employees who have been arranged to support the smooth administrative processes that take place in public organizations. While in the second perspective, new public management has differences that lie in how to achieve value, but there are similarities that lie in effectiveness, efficiency, and economics. The differences in the way of achieving values are due to environmental factors of public administration such as technological, social, economic and political.

Organizations are becoming more dependent upon people because they are increasingly involved in more complex technologies and are attempting to function in more complex economic, political, and socio-

cultural environments. The more different technical skills there are involved in the design, manufacture, marketing, and sales of a product, the more vulnerable the organization will be to critical shortages of the right kinds of human resources. The more complex the process, the higher the interdependence among the various specialists [10].

Human Resource Planning in educational organizations

Planning is a vital part of the management function. Human resource planning is one of the parts of the planning, in an educational institution planning is very important to maintain the effectiveness of the course of an educational institution. It also serves to reduce challenges or obstacles in the future. In the context of educational institutions planning is often identified with human resource planning which includes educators and education that requires planning from a manager or principal to be able to improve competence so as to provide good individual quality in the hope of encouraging improvement in the quality of education in the institution.

Meeting the needs and increasing the competence of good human resources will support the achievement of the goals of public organizations in this case are educational institutions or those related to educational institutions. Because basically the purpose of planning or management in education is to form quality human resources and build quality education through active and pro-active human resources. According to Baharuddin in Endah Winarti, in essence, human resource planning (HR) specifically includes forecasting activities (forecasting) human resource needs in an organization. Human resources in the context of education can be grouped into human resources educators and education, administrative personnel and learners, resources in the context of Education will be a determining factor in the direction of life of an organization/institution in achieving goals. Because the requirement to achieve these goals is to increase productive and quality human resources [11].

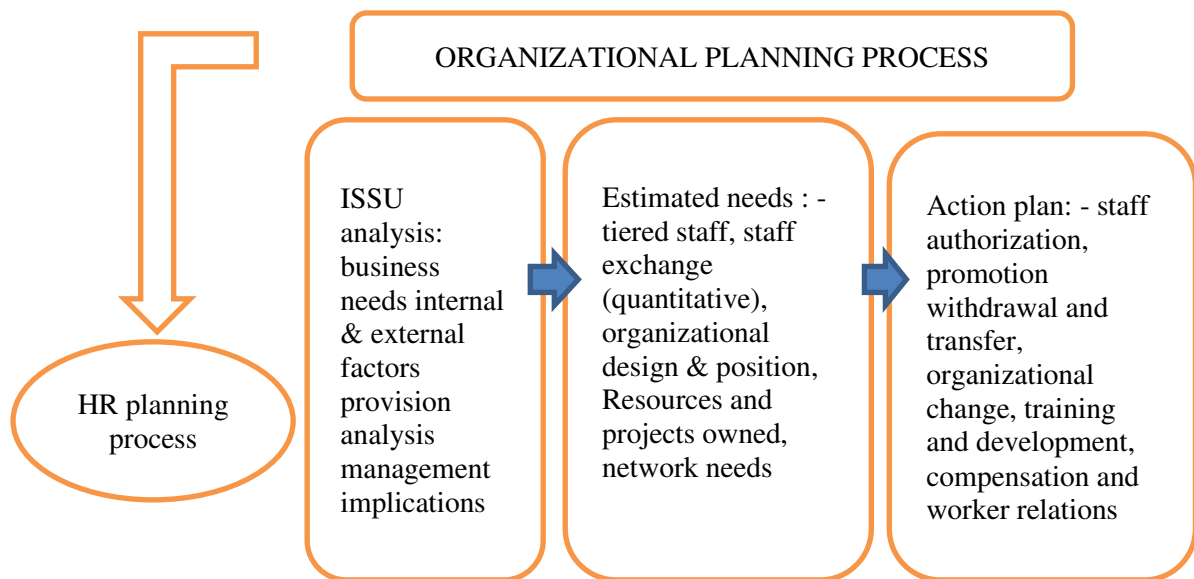
Benefits Of Human Resource Planning

According to Siagian in Alwi [12] there are several benefits in human resource planning which is the main asset in determining the direction of life in an organization, namely: 1). organizations can make better use of existing human resources, 2) through a mature human resources planning work productivity of existing labor can be improved, 3) human resources planning is concerned with determining the need for labor in the future, both in terms of the number and qualifications to fill various positions and menyelenggarakan various new activities, 4) handling of Labor information, which is very important to achieve organizational goals, 5) research, is a preliminary activity for a planning, 6) through human resources planning is the basis for the preparation of work programs for work units that handle human resources in an organization.

Some of the benefits of Human Resource Planning is very important to note to achieve the objectives and can determine the direction of life dalam a public organization as an institution that pays attention to the quality of service to the community, especially in educational institutions as an institution or a container in shaping the personality of the individual to be a quality.

Human resource planning process

The human resource planning process is strongly influenced by two determining factors, namely internal factors and external factors. Internal factors in question here are the constraints faced in the organization as according to Faustino (2003: 84) internal factors in question such as strategic plans, costs, product and sales estimates, new activity plans and organizational design. Information systems and organizational management are also included in the internal factors that can affect the development of the organization. While the external factors in question such as technology, socio-cultural, political, economic, legal, and competitors. The human resource planning process is described as follows :



Source: Hadari Nawawi in Sunarta [13] model of the influence of organizational or business planning on HR planning

The planning process plays an important role in helping to analyze the needs of the company in search of human resources. this planning process has a positive impact on the institution because it can provide an overview in knowing the needs of the future through demand (demand) and supply (supplay). Therefore, it is very important if first before conducting a needs analysis, observations are made of internal factors that exist within the organization and external factors that exist outside the organization. According to Faustino (2003) of these two factors, both internal and external interact and influence human resource planning should be the starting point of the assessment of these two factors. Two components of the planning process, namely forecasting needs and forecasting availability, play an important role in determining the needs and availability of companies or institutions in the search for Human Resources. The human resource planning process is a process of analysis and identification of the availability of needs so that institutions/ agencies / institutions can achieve their goals.

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Human resource planning is designed to ensure that the needs of employees for an organization will be met regularly and appropriately. A study conducted by Enambe [14] on “analysis of the human resource planning system at the Tolikara Papua District Health Office”, states that the new employee procurement system at the Tolikara District Health Office is carried out adequately according to the allocation and number needed but is still less than optimal in the selection process for new employees. The development of Human Resources (HR) is carried out through education and training directly financed by The Local Government of Tolikara Regency is running well but lacks adequate supporting facilities at the place of education and training. The placement of new employees who have been accepted are subsequently placed in several work units in accordance with the background of the field of knowledge they have acquired but often do not fit in their placement. Therefore, planning is very effective by forecasting the needs and after that providing education and training to develop human resources owned.

Challenges in Human Resource Management

In an organization, whether it is a public organization in the form of institutions or public institutions, of course, there are challenges faced during the running process of the organization. It is also perceived by humans as the main resource that is important in moving an organization. The challenges referred to in this paper are in the form of external organizational challenges and internal challenges within the organization, both of these challenges always exist and must exist in an organization. According to Alwi [12] external challenges in an organization include political, and legal fields, economics, technology, challenges in the field of demography and challenges in other socio-cultural fields. Responsiveness to the environment is a challenge that must always be considered by a public organization, this is done to anticipate the problems that will occur in the external scope of the organization.

Meanwhile, internal challenges within an organization include strategic plans, budgets, information systems, and differences between individual goals and organizational goals. These two challenges must be faced simultaneously to increase competitiveness in an organization. Organizations are required to face these challenges and it all depends on the strength and ability of the human resources they have. The ability of human resources will be seen at the planning stage through forecasting needs then will be forwarded to the recruitment stage will be classified according to the needs of a company, quality human resources will be able to make a major contribution to an institution or public organization so that it can achieve goals and expectations good for survival in an organization

Human Resource Planning as a determinant of the direction of life of an organization

In this era of globalization, human resources are needed to help move forward an institution or an organization although technological progress is the toughest challenge that can replace human work positions. but on the other hand, technology is also a means of support in accelerating the work done by humans. in relation to public organizations [12] argued that public organizations have a complexity of value due to the large number of stakeholders in public organizations and all of these stakeholders want to get satisfactory services from public organizations are very different from business organizations whose work is largely replaced with technology or machinery related to the work.

It is undeniable that human resources is indeed an important thing and is a driving force in improving the quality of service in the organization and aspects related to the improvement of an organization. The achievement of organizational goals is a great hope for every individual who contributes to it. However, there are many things that need to be considered to achieve the expected goals and one of them is human resource planning that needs to be mapped to existing human resources and the need for adaptive and flexible management. This is required to face the challenges of increasingly intense global competition, demographic shifts, economic fluctuations, technological changes and other dynamic conditions.

The life of an organization is highly dependent on the components that exist within it. If the existing components do not work properly then the organization will gradually dim and even die because of it. Therefore, these components must be maintained, improved, and empowered so that the competencies possessed will increase so that they will affect the quality of the components in this case are human resources. In the research conducted by Cahyo [15] on Human Resource Management Education in improving the competitiveness of SDIT Ar-Rahmah in Pacitan shows that human resource planning in SDIT Ar-rahmah always pay attention to democratic values, analytical by involving various parties both schools and foundations, recruitment is carried out with standard procedures to produce reliable and professional human resources, training and development is, and the compensation system is already implementing an ideal system. Based on previous research that has been mentioned above shows that human resource planning in an institution/educational organization provides positive results and an overview of what will be needed in the future and at the same time can determine the direction of the life of the institution to achieve goals.

4. CONCLUSIONS

Human Resource Planning is one of the functions in Human Resource Management that orients on how to develop strategic steps to prepare human resources (employees/employees) in an organization precisely in the amount and quality needed. HR planning as a management process in determining the movement of an organization's human resources from its current position to the desired position in the future by using data as a guide for future planning. The era of competitive global development requires organizations to have a good planning management related to human resources which is a major factor in the progress of organizations, institutions or companies.

In its implementation, human resource planning must be adjusted to a specific strategy. This is intended to minimize the gap so that the goal with reality and at the same time facilitate the effectiveness of the organization can be achieved. Human resource planning should be integrated with the organization's short-term and long-term planning goals. So with this, it will make it easier for an organization to face challenges both externally and internally. The sensitivity of the organization in responding to the problems that occur is expected to overcome the problems that occur both in institutions and in existing human resources. So, qualified human resources will determine the direction of life of an institution or organization for the better

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