

Human Resource Planning Strategy to Improve Organizational Performance

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ABSTRACT

This study uses a qualitative approach to explore the human resource (HRM) planning strategy at PT. Nestle Indonesia, a leading company in the food and beverage sector. The main focus of the study involves HR needs analysis, employee development, employee needs fulfillment, workforce diversification, implementation of HR technology, and performance monitoring and evaluation. PT Permodalan Nasional Madani Kediri Branch faces various challenges, including changes in the business environment, economic uncertainty, demographic shifts, and technological challenges. However, through good HRM planning, the company can optimize opportunities such as innovation, employee skill enhancement, performance improvement, and workforce diversification. The results of the study indicate that a holistic and adaptive HRM planning strategy plays a key role in achieving optimal organizational performance amidst ever-changing business dynamics. The practical implications of these findings can help similar organizations to improve the effectiveness of their HRM strategies.

INTRODUCTION

In the era of globalization and increasingly tight business competition, the role of human resources (HR) is crucial in determining the success of an organization. PT. Nestle Indonesia, as a large company in the food and beverage sector, is no exception to this dynamic. Rapid changes in the business environment, economic uncertainty, and technological advances are factors that influence the company's strategy in managing HR in order to achieve optimal organizational performance.

The importance of HR planning strategy lies in the organization's ability to align workforce needs with the company's vision and mission, and anticipate challenges that may arise in the future. In this context, HR needs analysis, employee development, employee needs fulfillment, workforce diversification, HR technology implementation, and performance monitoring and evaluation are key aspects that need to be considered.

HR management has a very important role in the sustainability of the company. This is because things related to performance, motivation, job satisfaction, and productivity if not met will disrupt the sustainability of the company. One of the keys to success in HR management of a construction company is good HR quality (Supriyadi et al., 2020)

In a business era full of dynamics and complexity, the role of Human Resources (HR) in improving organizational performance is becoming increasingly crucial. The ever-changing business environment, marked by technological advances, globalization, and growing consumer demands, requires organizations to adopt innovative and adaptive strategies. HR is no longer just an administrative part, but has become a strategic driver that has a profound impact on achieving business goals.

The challenges faced in HR management, such as skills shortages, demographic changes, and intense competition in recruiting and retaining the best talent, demand a more proactive and holistic approach. Good HR planning not only covers operational aspects but also becomes a strategic foundation that is able to map human resource needs with the organization's long-term vision. Increasing organizational productivity and efficiency is also closely related to the effectiveness of HR management. High employee engagement, building a positive work culture, and a deep understanding of individual needs are key elements in stimulating collective performance. In the midst of competition in the digital era, where technology shapes the way of working, HR strategies must be adaptive to ensure that organizations have the skills that match market demands.

In this context, HR planning is not only a functional responsibility, but a catalyst for change and sustainable growth. By aligning HR strategies with business goals, organizations can create an environment that allows employees to thrive, innovate, and make maximum contributions to the overall success of the organization. Therefore, a deep understanding of HR dynamics is key to achieving optimal organizational performance in this ever-changing business era.

By understanding the complexity of the challenges faced by PT. Nestle Indonesia, this study aims to explore HR planning strategies that can improve organizational performance. Therefore, a deep understanding of the factors that influence HR planning in this corporate environment is essential to provide a positive contribution to the development of an effective and sustainable HR strategy. This study not only tries to provide practical solutions for PT. Nestle Indonesia, but can also provide useful insights for similar organizations in facing the ever-changing business dynamics.

This study will focus on two main research questions. First, how can human resource planning strategies be developed to have a positive impact on the organizational performance of PT. Nestle Indonesia? The focus will be given to aspects such as HR needs analysis, employee development, employee needs fulfillment, workforce diversification, HR technology implementation, and performance monitoring and evaluation. Second, the study will explore the challenges and opportunities in implementing HR planning strategies that focus on employee development to improve the productivity of PT. Nestle Indonesia. By understanding these dynamics, it is hoped that the results of the study can provide in-depth insights and concrete solutions for the company, while also contributing to similar organizations in facing dynamic changes in the business world

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resource Planning

Human resource planning is an activity carried out to review, analyze, and determine the needs of human resources in a company or organization, so as to ensure the fulfillment of the required human resources (Onsardi et al., 2019). According to Khaeruman and Hartoko (2021), human resource planning is a process carried out systematically to evaluate the condition of human resources, so as to ensure that the number and quality of human resources with the right skills will be available when needed. Meanwhile, Handoko's view (2017) states that human resource planning or workforce planning is a process to determine the need for a workforce and integrate it with the organization's plan so that these needs can be met effectively. Thus, human resource planning is an essential strategic foundation to

ensure the sustainability and balance of human resources in supporting the company's goals and plans.

According to Sutrisno (2020), human resource planning can be defined as a process that aims to ensure that the right number and type of employees will be available in the right location, at the right time, for the future period. The goal is for employees to have the ability to perform the necessary tasks so that the organization can continue to achieve its stated goals. Thus, human resource planning becomes a strategic foundation for anticipating future workforce needs and ensuring that the organization has adequate human resources in accordance with the company's vision and mission.

Organizational Performance

In the progress and development of an organization or company, employee quality is a crucial determining factor. Quality employees are those who are able to achieve the targets and objectives set by the company. To achieve optimal employee performance, an adequate performance system needs to be implemented. Performance evaluation can be measured in terms of quantity and quality, in accordance with the standards set by the organization. These standards can be tangible, with clear measuring instruments or standards, or intangible, without specific measuring instruments or standards, depending on the nature and process of the work being carried out. Employee performance in a company is influenced by various factors and conditions, both internal and external, which can come from individual employees and their surrounding environment. As expressed by Huda (2022) performance is the result of a well-planned work process, carried out at the right time and place by employees and related organizations.

According to Murphy and Cleveland in Pasolong (2019), performance can be defined as the quality of behavior that focuses on tasks and work. This indicates that employee performance in an organization is influenced by their attitudes and behaviors towards the tasks assigned and their orientation in carrying out the work. Meanwhile, according to Mulyati (2018), the definition of performance is the level of achievement of results from carrying out certain tasks. A person's performance is influenced by a number of factors that can be grouped into three categories, namely individual competence, organizational support, and management support. Thus, the concept of performance includes aspects of behavior, task orientation, and level of achievement of results, all of which are integral in assessing the effectiveness and productivity of human resources in an organization. According to Mahsun, performance can be interpreted as a description of the level of achievement of the implementation of an activity, program, or policy in realizing the goals, objectives, missions, and visions of the organization contained in the strategic planning of an organization (Tampubolon, 2016). With this perspective, performance not only includes aspects of individual tasks and behavior, but also reflects the extent to which an organization is able to realize its strategic plan. This emphasizes that performance evaluation is not only limited to individual achievement, but also to the overall contribution of the organization to achieving its vision, mission, and strategic goals. Thus, performance becomes the main indicator for measuring the effectiveness and efficiency of an organization in achieving the desired results.

METHODS

This study will adopt a qualitative approach with a focus on an in-depth understanding of the process, complexity, interaction, and role of individuals in the context of human resource planning. A descriptive approach will be used to analyze the current conditions and provide a systematic, factual, and accurate explanation of the human resource planning strategy. The object of this study is PT. Nestle Indonesia, a large company in the food and beverage sector operating in Indonesia as part of the Nestle group with a global reach. Information collection will involve primary and secondary data. Primary data will be obtained through interviews with business executives and surveys to employees from various divisions of the company. Meanwhile, secondary data will include the company's organizational structure and employee contract documents. Data collection methods will involve questionnaires and structured interviews with employees in various divisions of PT. Permodalan Nasional Madani Kediri Branch. A purposive sampling approach will be used to identify relevant informants, while triangulation will be applied to ensure the accuracy and reliability of the data obtained. With this approach, this study is expected to provide in-depth insights and a holistic understanding of the human resource planning strategy at PT. Permodalan Nasional Madani Kediri Branch

RESULTS

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DISCUSSION

Human resource (HR) planning is a critical element in managing the performance of an organization. PT. Nestle Indonesia, as a multinational entity in the food and beverage sector, requires a leading HR planning strategy to carry out the company's growth and sustainability (Huda, 2022). In this context, several HR planning strategies can be developed to have a positive impact on organizational performance at PT. Nestle Indonesia. Among them include careful HR needs analysis, focused employee development, fulfillment of employee needs, workforce diversification, implementation of innovative HR technology, and implementation of an efficient performance monitoring and evaluation system. By adopting a holistic and

adaptive approach to HR planning, PT Permodalan Nasional Madani Kediri Branch is expected to be able to optimize employee potential, improve performance, and face business dynamics more responsively.

HR Planning Strategy for Positive Impact on Organizational Performance

1. HR Needs Analysis

HR needs analysis at PT Permodalan Nasional Madani Kediri Branch is a stage in human resource planning that requires the company to thoroughly understand the demands and expectations of its workforce. This process begins with identifying the skills and competencies that are essential to support the company's vision and mission. PT. Nestle Indonesia, as a major player in the food and beverage industry, must deeply understand how the dynamics of the industry are evolving and how employee needs can align with these changes.

The analysis includes an understanding of industry trends, recent innovations, and regulatory changes that may affect skill needs. In addition, the company needs to evaluate the capabilities of existing employees and identify skills gaps that need to be addressed. For example, improvements in digital skills, project management, or global market understanding are needed. PT Permodalan Nasional Madani Cabang Kediri can direct HR planning efforts effectively, both in terms of developing existing employees, recruiting the necessary skills, or even restructuring the organization to achieve the optimal balance of skills and competencies needed. Thus, HR needs analysis is the basis for the success of a holistic and sustainable HR planning strategy at PT Permodalan Nasional Madani Cabang Kediri (Awaliya et al., 2023).

2. Employee Development

Employee development is a crucial aspect of the human resource planning strategy at PT. Nestle Indonesia. The company needs to instill a commitment to employee development through structured programs. One approach that can be taken is through organizing various trainings and courses. By providing training that is relevant to the demands of the food and beverage industry, employees can gain new knowledge, hone technical skills, and understand best practices in their industry (Hastuti, 2017)(Hastuti, 2017). In addition, work experience is also an important element in employee development. PT Permodalan Nasional Madani Cabang Kediri can design a job rotation program or cross-department projects to provide employees with diverse experiences. This not only increases their understanding of the company's operations as a whole, but also helps identify leadership potential and special skills that employees can gain through broader exposure. As an integral part of the human resource planning strategy, employee development is not only an investment in individuals, but also a smart investment for the progress and sustainability of PT Permodalan Nasional Madani Cabang Kediri in the future.

3. Fulfillment of Employee Needs

The HR planning strategy that focuses on fulfilling employee needs at PT Permodalan Nasional Madani Cabang Kediri involves concrete steps to create a supportive, balanced work environment that shows appreciation for employee contributions. Companies can strengthen employee retention, increase productivity, and achieve better organizational performance (Pauji & Nurhasanah, 2022).

PT Permodalan Nasional Madani Kediri Branch can help employees achieve a balance between work and personal life demands. Not only does it increase employee happiness, but it also reduces fatigue and stress levels, which in turn contribute to more optimal performance. Furthermore, providing welfare facilities is a strategic step. PT Permodalan Nasional Madani Kediri Branch can provide various facilities, such as fitness centers, recreation areas, and health services, to ensure employees have access to a healthy and supportive work environment.

4. Can create synergies that enrich the work process

PT Permodalan Nasional Madani Cabang Kediri can more effectively respond to technological changes, customer demands, and industry dynamics. In addition, diverse backgrounds in the team also provide significant benefits. By inheriting different experiences and perspectives, team members can be more creative in finding innovative solutions. Diversification of backgrounds also creates an inclusive work environment, promotes tolerance, and reduces the risk of inequality or injustice. Through this workforce diversification strategy, PT Permodalan Nasional Madani Cabang Kediri not only creates a dynamic work environment but also presents greater strength in facing unexpected changes. Innovation that comes from employee diversity can be a key driver in achieving competitive advantage, while the ability to adapt quickly allows companies to face various business challenges more confidently and efficiently. Thus, workforce diversification is a strategic element in achieving the sustainability and long-term success of PT. Nestle Indonesia.

5. Implementation of HR Technology

A strategic step that can have a significant impact on operational efficiency and organizational performance. PT Permodalan Nasional Madani Cabang Kediri can strengthen HR management by developing a technology-based HR management system. Technology can be used to simplify administrative tasks that usually require manual time and effort. Processes such as absence management, payroll calculations, and personnel administration can be automated, reducing the potential for errors and increasing employee productivity. In addition, the application of technology in recruitment can be an effective solution.

PT Permodalan Nasional Madani Cabang Kediri can utilize a digital platform to automate the recruitment process, from collecting applications, initial selection, to scheduling interviews. This not only speeds up the recruitment process but also allows the HR team to focus on critical aspects such as evaluating skills and company culture. A technology-based HR management system can be a valuable source of data for strategic decision making. PT Permodalan Nasional Madani Cabang Kediri can explore the information obtained from this system to analyze employee performance trends, identify skills development needs, and conduct more efficient workforce planning. Strategic decisions such as talent development, promotions, or team restructuring can be supported by accurate and up-to-date data.

6. Work Monitoring and Evaluation

This process involves regular monitoring of individual and team target achievement, as well as employee performance assessments based on predetermined criteria. PT Permodalan Nasional Madani Cabang Kediri can develop a structured and transparent performance evaluation system, which includes clear performance indicators and is in

accordance with the company's objectives. By providing constructive feedback, the company can provide positive motivation to employees, identify their strengths and weaknesses, and provide guidance for further development. A clear performance evaluation system can also be the basis for developing individual development plans, helping employees to plan steps for improvement and career growth. Innovation and adaptation to market changes are essential, performance monitoring and evaluation can also help identify employees who have the potential to take on leadership roles or to participate in strategic projects.

Transparency in the performance evaluation process also builds trust between employees and management. Employees who understand the performance appraisal criteria and process are more likely to feel fair and valued, increasing motivation and engagement. In addition, with open feedback, employees have the opportunity to express their views on their roles and responsibilities, strengthening positive two-way communication between management and the work team. By integrating performance monitoring and evaluation as part of the company culture, PT Permodalan Nasional Madani Cabang Kediri can continuously improve employee performance, respond to market changes more quickly, and achieve the company's strategic goals effectively. This is a crucial step in ensuring that every individual in the company contributes to the growth and sustainability of PT Permodalan Nasional Madani Cabang Kediri as a whole.

Challenges and Opportunities in Implementing HR Planning Strategy

PT Permodalan Nasional Madani Cabang Kediri is faced with challenges and opportunities in implementing HR planning strategy (Awaliya et al., 2023). The following are the challenges and opportunities:

1. Challenges

- **Changes in the Business Environment**
Nestle Indonesia operates in the midst of a dynamic business environment. Regulatory changes, technological developments, and changing consumer trends can pose significant challenges in planning HR that is in line with the company's needs.
- **Economic Uncertainty**
Unexpected economic fluctuations can impact HR planning. Nestle Indonesia needs to have an adaptive strategy to deal with changing economic conditions that can affect aspects such as employee recruitment, training, and development.
- **Demographic Shifts and Labor Shortages**
Demographic shifts, such as an aging population, and a shortage of skilled labor can make it difficult for companies to attract and retain the best talent. Companies need to develop effective recruitment strategies and focus on internal skills development.
- **Technological Challenges**
Adoption of new technologies can require changes in employee skills and knowledge. PT Permodalan Nasional Madani Kediri Branch must identify and address skills gaps through HR training and development.

2. Opportunities

- **Innovation and Creativity**

PT Permodalan Nasional Madani Kediri Branch can utilize HR planning to encourage innovation and creativity among its employees. Creating a work environment that supports new ideas can increase the company's competitiveness.

- Employee Skills Enhancement

Through HR planning strategies, companies can focus on employee skills development. This creates a competitive advantage through a more skilled and skilled workforce.

- Improved Performance and Productivity With good HR planning, PT Permodalan Nasional Madani Cabang Kediri can improve employee performance and productivity. This can be achieved through clear goal setting, regular performance appraisals, and proper training.

- Workforce Diversification

Implementing HR planning strategies can help companies manage workforce diversification, including paying attention to the needs and aspirations of employees from various backgrounds and generations.

CONCLUSION

The importance of human resource (HR) planning strategy is a major emphasis in improving the organizational performance of PT. Nestle Indonesia. First, HR needs analysis is the main foundation in developing this strategy. In this context, companies need to carefully understand the demands and expectations of the workforce. An in-depth evaluation of essential skills and competencies is needed, and companies must consider industry trends, current innovations, and regulatory changes that may affect skill needs. Thus, an effective HR planning strategy requires a thorough understanding of industry dynamics and employee needs, ensuring that the company can respond to change responsively. This study will explore the challenges and opportunities in implementing an HR planning strategy that focuses on employee development to improve productivity at PT. Nestle Indonesia. One of the main challenges is the dynamic business environment. PT Permodalan Nasional Madani Cabang Kediri must be able to adjust its HR planning strategy quickly to face changes in regulations, technology, and consumer trends. Economic uncertainty is also a challenge, requiring an adaptive strategy that can cope with fluctuations in unexpected economic conditions.

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