

THE ROLE OF PLANNING IN HUMAN RESOURCES MANAGEMENT ON THE IMPROVEMENT OF EMPLOYEES RECRUITMENT PROCESS IN ORGANIZATIONS

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ABSTRACT

Human resource planning is one of the most important human resource tasks in the organization. Organizations rely much on human resource planning to determine their current and future needs of recruitment process to improve the management planning. Human Resource Planning is a vital process in an organization as it gives indication on areas of need. Human resource planning is a process of forecasting the organization's demand and supply of recruitment needs in the present and future. Recruitment involves finding and attracting right and qualified candidates to fill the position in the organization structure. The purpose of this article is to investigate the role and importance of the Human Resource Planning for employees recruitment and selection process. This research was a disk study based on information from reliable books, articles and scientific papers. Findings revealed that human resource planning in the organization improves the process of recruiting volunteers and facilitates the selection of a qualified and right person in the right place and at the right time. Human Resource Planning is the heart of the organization and the recruitment process and is the backbone of the organization. Without human resource planning and effective employment policy, no organization can achieve success and development. When a position becomes vacant in the organization for any reason, the human resources planning will inform the organization. In addition, Human Resource Planning improves performance, satisfaction, development, evaluation and appropriate maintenance and protection of human resources recruitment planning in the organization.

Keywords: *Human Resource, Planning, Recruitment, Organization.*

ABSTRAK

Perencanaan sumber daya manusia merupakan salah satu tugas sumber daya manusia yang paling penting dalam organisasi. Organisasi sangat bergantung pada perencanaan sumber daya manusia untuk menentukan kebutuhan proses rekrutmen mereka saat ini dan masa depan untuk meningkatkan perencanaan manajemen. Perencanaan Sumber Daya Manusia adalah proses penting dalam suatu organisasi karena memberikan indikasi pada bidang-bidang yang dibutuhkan. Perencanaan sumber daya manusia adalah proses memperkirakan permintaan dan pasokan kebutuhan rekrutmen organisasi pada saat ini dan masa depan. Perekrutan melibatkan pencarian dan penarikan kandidat yang tepat dan berkualitas untuk mengisi posisi dalam struktur organisasi. Tujuan artikel ini adalah untuk mengetahui peran dan pentingnya Perencanaan Sumber Daya Manusia dalam proses rekrutmen dan seleksi karyawan. Penelitian ini merupakan penelitian disk berdasarkan informasi dari buku, artikel, dan karya ilmiah terpercaya. Temuan mengungkapkan bahwa perencanaan sumber daya manusia dalam organisasi meningkatkan proses perekrutan relawan dan memfasilitasi pemilihan orang yang berkualitas dan tepat di tempat dan waktu yang tepat. Perencanaan Sumber Daya Manusia merupakan jantung organisasi dan proses rekrutmen serta merupakan tulang punggung organisasi. Tanpa perencanaan sumber daya manusia dan kebijakan ketenagakerjaan yang efektif, tidak ada organisasi yang dapat mencapai kesuksesan dan perkembangan. Ketika suatu posisi menjadi kosong dalam organisasi karena alasan apa pun, perencanaan sumber daya manusia akan menginformasikannya kepada organisasi. Selain itu, Perencanaan Sumber Daya Manusia meningkatkan kinerja, kepuasan, pengembangan, evaluasi dan pemeliharaan serta perlindungan yang tepat terhadap perencanaan perekrutan sumber daya manusia dalam organisasi.

Kata Kunci: Sumber Daya Manusia, Perencanaan, Rekrutmen, Organisasi.

INTRODUCTION

The company has several business plans that must be achieved each year. Business planning has stages to be implemented with a fast and precise process. The planning process requires both human and capital resources. Implementation of the planning process requires appropriate human resources and in accordance with the needs of the organization. Business plan will be able

to be implemented if supported by human resources with superior capability and competence. Therefore the success of an organization can be achieved through the excellence of human resources.

In the current development of the business world, growth is increasingly rapid and stressful (Crisan- Mitra et al., 2020). Business actors adopted various ways so that their businesses can survive in the existing competition (Abbas et al., 2022). Various limitations faced by companies in resource ownership have greatly affected the company's ability to operate and maintain a controlled market (Ismail, 2013; Yanthi et al., 2021). Therefore, companies need proper planning to use the resources they have to support the company's operations. An important resource that a company needed to support its operations is human resources (Immawati & Rauf, 2020). Humans are one important asset because humans are the ones who live and become the main actors in every activity that exists in the company (Tumiwa et al., 2021).

To ensure that the Human Resources function is always running and can contribute to the success of the company, an evaluation (evaluation) must be carried out on the

implementation and control of existing HR programs within the company so that it can achieve the company's overall goals (Bayangkara, 2015; Cosenz & Noto, 2016). A thorough assessment of HR objectives, plans and programs or activities is carried out by conducting an audit of the HR function (Agustina & Setyaningrum, 2020).

Human resource has recently attracted more attention in the field organization and management particularly for the development process. It is vital and important to organizations which offers perspectives, values, skills and attributes to organizational life.

Human resources management is the process of job analyzing, human resource planning, recruiting, placement, familiarizing and orientation employees, training and development, appraising the performance of employees, compensation and making benefits, motivating employees, maintaining good relations with employees and their trade unions, ensuring employees safety, welfare and health measures comply with labor laws of the land.

Human resource planning is one of the most important and valuable human resource management practices in the organizations. Organizations rely much

on human resource planning in order to determine their current position and future needs of manpower.

The Role Theory hypothesis was first described by (Turner, 2001) regarding how actors determined by culture explain the role of each person according to their respective functions and positions. If it is associated with the company, then the function of human resources is related to influencing the role of everyone in it to carry out their duties properly (Sophia V, 2005). How management created programs related to HR development in the company to advance and train HR skills in supporting the creation of company performance improvements (McEntyre et al., 2022).

Performance is the work of individuals or groups in an organization that is following the powers and responsibilities of each one who was trying hard to achieve the company's main goals without violating the standardized procedures of the laws and regulations that have been set (Salim et al., 2020). To prevent the company from violating the standardization of statutory procedures, selection and placement are needed to place the right person in the right position or job following the provisions related to the company as a whole. For

the selection and placement to be realized, recruitment is needed, recruitment included efforts to find several prospective employees who met certain requirements so that the most appropriate people are obtained to fill the vacancies in the required jobs. For recruitment to run properly it is necessary, relevant HR Planning (B. & Davis, 2014). HR planning is the process of analyzing and identifying the needs and availability of human resources to complete various areas of tasks and responsibilities that must be managed by the company in achieving its goals (Noto & Noto, 2019). Of course, the above process flow required a management review so that it can be in line with company expectations. Management review is an evaluation of all procedures and methods of the company's organization, to evaluate the level of efficiency and effectiveness of the company (Arens et al., 2008). Management audits are often referred to as operational reviews, execution reviews, framework reviews and efficiency reviews. Due to the lack of complete understanding, play-on-words experts have proposed different definitions.

The relationship between human resource planning and performance can be seen from the planning of the human

resource audit followed by the implementation of the human resource audit (Setyaningrum et al., 2013). Next is the performance measurement activity, which is a process of accurately and validly quantifying the level of efficiency and effectiveness of an activity that has been realized and comparing it with the planned level of achievement (Jahja, 2012; Taqi et al., 2019). Thus, the human resources (HR) planning affects improvements in improving the performance of company employees, because companies that have carried out audits, especially audits of planning, recruitment and selection and placement of human resource would know what human resource programs have not been fulfilled, repaired and improved again by the company (Tsauri & Rustam, 2015).

The effect of implementing the human resource planning Program included planning, recruitment and selection and placement on employee performance (Tsauri & Rustam, 2015). HR would find out what HR programs have not been fulfilled, repaired and improved again by the company so that HR management would take steps to create new and better HR programs to improve previous programs (Noto, 2019). One way is to make employee

development and training programs tailored to each related department and control the recruitment system and other matters related to the company's HR (Bayangkara, 2015). So it can be concluded that employee performance on the implementation of HR audit had a significant effect on employee performance.

The conceptual framework is a framework of thought that is interconnected with each of the variables to be studied and is a summary of the theoretical framework. In qualitative research, conceptual frameworks and theoretical frameworks are avoided as much as possible so that the results of the research are following what is experienced directly in the lives of the people being studied using the method of appreciation/understanding (ideographic), but besides that, a conceptual framework is necessary, research of the author is more knowing what is the subject of discussion in the research and the reader better understands the intent conveyed by the researcher (Ghozali, 2013; Sugiyono, 2017). The independent variables in this research are HR Planning Audit, HR Recruitment Audit and HR Selection and Placement Audit. The dependent variable or dependent in this research is Employee Performance.

Human resource planning activities can be considered as the starting point of overall human resource management activities. However, human resource planning is not solely the responsibility of the HR manager (Riniwati, 2016). All managers within an organization or company plan for the needs and availability of human resources in line with the interests and progress of the organization (Zumery, Yustini, & Rostiati, 2021). Human resource planning is the process of how a company or organization fulfills its current and future workforce needs. To meet current workforce needs, the HR planning process involves efforts to fill workforce gaps both in terms of quantity and quality. Meanwhile, in meeting future workforce needs, human resource planning emphasizes forecasting efforts regarding the availability of labor based on the needs according to the future business plan (Abdulnabi Ali, Golbert, Reksa, Kretzer, & Schweiger, 2023).

RESEARCH METHOD

In this research, the author used a descriptive qualitative research type. Descriptive research aims to explain and describe the phenomenon or event being studied. This research provides a comprehensive and in-depth

description of a problem, symptoms, facts, events and realities that can produce new understanding. Therefore, a qualitative approach is the most appropriate method.

The aim of this research is to provide an overview of events or phenomena that correspond to field realities. The resulting data will be in the form of written or spoken words, originating from people and observed behavior.

Qualitative research methodology is a research procedure that produces descriptive data in the form of words, both written and spoken, obtained from people and observable behavior. The main focus of this research is to evaluate the effectiveness of implementing Management Information Systems in Community Health Centers, by taking case studies at Community Health Centers in South Tangerang City. This research focuses on several indicators used to measure effectiveness, as explained by Sutrisno (2007:125-126).

RESULTS AND DISCUSSION

Definition

a. Understandinf Of Recruitment Planning

The recruitment planning process is a good first step for the company to get human resources in accordance with the capacity and business needs. A good

business system will not be able to run optimally if it is not supported by human resources with superior competence. This is an early challenge for a company to run a business competitively by recruiting the right people both in terms of expertise and capability in achieving company's business objectives. Ekwoaba, Ikeije, and Ufoma (2016) explained that the recruitment link with performance is crucial to the success and performance of the company's business. The right recruitment strategy and supported by qualification determination according to the needs of organization. So the target achievement of the company can be achieved maximally and recruitment costs that have been issued can be offset by hiring the best candidate.

This research will analyze how recruitment strategy is able to hire right candidate according to needs of organization. Recruitment will be seen from various aspects both from the theoretical foundations, company implementation, and has a positive effect in improving the performance of human resources as a whole. Stringent business competition requires superior human resources supported with competence and capability according to the needs of the organization. The results of this study will create new thinking in human resource theory about strategic recruitment and able to realize the future of company.

Employee recruitment is the process of searching, selecting and hiring new employees to meet the needs of an organization or company. The goal of employee recruitment is to find the right employees with the skills, knowledge and experience necessary to fill available positions in the company (Dessler, 2023).

Once recruited, employees will become part of the company team and are expected to make positive contributions to achieving company goals (Wardhana, et al, 2021; Bauer, Erdogan, and Caughlin, 2018; Martin and Kelliher, 2017; Wardhana, 2014).

Employee selection is the process of selecting the best candidates who suit the needs and job requirements of the company. The employee selection process may vary depending on the company and available positions. However, the main goal of employee selection is to select the best candidates who will bring added value to the company (Dessler, 2023; Farr and Tippins, 2017).

Employee orientation is a briefing process carried out by the company to new employees to introduce the company and work culture (Martin dan Kelliher, 2017), policies, procedures, tasks that must be carried out, as well as introducing new employees to the work environment and existing employees in the company (Lussier and Hendon, 2021).

Employee orientation is very important because it can help new employees quickly adapt to the company and the work they are doing, as well as speed up employee performance and productivity. (Wardhana, et al, 2021; Ali, 2021; Dhawan, 2017).

The following are several definitions of employee recruitment according to experts ;

According to Dessler (2023), employee recruitment is a process of attracting certain people to register and apply for a job vacancy in an organization.

According to Lussier and Hendon (2021), employee recruitment is a process to attract quality individuals to apply and join the organization.

b. Fact

1. Based on the research results of Fathi Abdul Hamid Abdul Kader, et al in the journal of the Effectiveness of Time Management and Academic Self efficacy (Proceedings of the International Journal of Psycho-Edu Science Vol 4 ; 44-50) this study shows that Time management involves setting goals, prioritizing, planning, doubts and how to deal with them, studying and learning strategies, note taking, stress management, influencing an individual's ability to better use time and providing a sense of control over the power of

affairs for them (Orgenstern, 2000). Studies show that time management skills can be trained. Mac Cann and et al. (2012) argue that time management can be influenced by cognition (e.g. goal setting and intention) and context (e.g. the role of the study environment).

2. Based on the research results of Syahrial Fadli, et al in the journal of the Analysis of Human Resource Planning on Employee Recruitment Policy at the Special Coal Terminal of PT Cakra Trasindo Utama this study shows that Human resource planning (HRP) is one of the most important human resource tasks in the organization. Organizations rely much on human resource planning to determine their current and future needs of manpower. HRP is a vital process in an organization as it gives indication on areas of need. Human resource planning is a process of forecasting the organization's demand and supply of manpower needs in the present and future.
3. According to Hadi Supratikta, et al in the Journal of Human Resource Planning, Opportunities and Manpower in Increasing Economic (IDEA Nusantara, Vol.1 No.3 (2023), one of them states that Human resource planning is the process of analysis and

identification carried out by the organization on the needs of human resources, so that the organization can determine the steps to be taken to achieve its goals (Source et al., 2023)

Problem Research

1. How does human resource planning intersect with the employee recruitment process within organizations?
2. What impact does effective human resource planning have on enhancing employee development and performance?

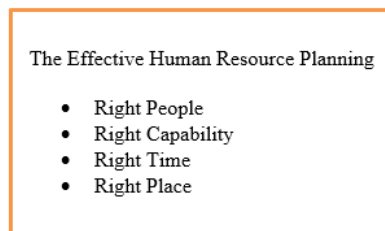
Objective

The overall objectives of this research are:

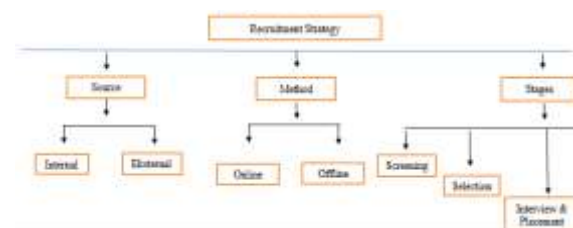
1. To comprehend the correlation between human resource planning in the recruitment process and organizational effectiveness
2. To assess how human resource planning in the recruitment process influences employee performance in any organizations

Conceptual Framework

Based on the picture, it explains that The main purpose of Human Resource Planning is to ensure that the right people are



in the right place at the right time, it must be linked with the plans of the organization. The purpose of Human Resource Planning is to secure hire and retain employees whose survival and development the organization depends on. In another words, the goal of human asset is to guarantee the best fitted amongst workers and occupations also we have to arrange the right recruitment strategy as below



Determine Current Manpower Inventory

The second step of human resource planning is to determine the number and characteristics of human resources in the organization. This step is a comprehensive internal study and investigation for analyzing of organizational positions in detail and preparation of a list of available

specialties and skilled in the organization

Estimating the organization's need for manpower:

Requirement for manpower is considered according to the organization's goals. HRP process is not only the number of people but also their type of expertise should be predicted. In addition to quantitative methods, qualitative methods and the judgment of managers and specialists are also used for this topic.

Estimating and Forecasting Demand and Supply of Human Resources

Estimating manpower demand is the process of estimating the future numbers of people required with required skills and competencies.

CONCLUSSION

Every organization needs to formulate effective strategies and human resource planning in order to hire qualified and competent human resources. However, finding and attracting skilled and expert people is a challenging task for an organization. An organization's success, progress and sustainability by recruiting skilled manpower. In order to find the right people and hire them in the organization it is necessary to provide a detailed and comprehensive planning. The strength of human resource planning is

determining the quantity and quality of available human resources in the organization, the numbers of demanded human resources and providing best methods of recruiting human resources. The rational recruitment process and implementation method affect the employees' behavior, performance in the organization, commitment, interest and their satisfaction to their jobs.

Human resource planning and employee recruitment are closely interconnected processes within organizations, each influencing the other in several ways:

1. **Identifying Personnel Needs:** Human resource planning involves forecasting future personnel requirements based on organizational goals and objectives. This includes determining the number of employees needed, their skill sets, and the timing of their recruitment. This information guides the recruitment process by providing a clear understanding of what positions need to be filled and what qualifications are necessary.
2. **Talent Acquisition Strategy:** Human resource planning helps in formulating a recruitment strategy. It helps determine whether the organization should

- recruit internally or externally, the sources of recruitment (e.g., job portals, referrals, social media), and the methods to attract suitable candidates. This strategic approach ensures that recruitment efforts align with broader organizational objectives.
3. **Budget Allocation:** Human resource planning involves estimating the costs associated with recruitment, including advertising expenses, hiring bonuses, and recruitment agency fees. This information helps in budget allocation for recruitment activities, ensuring that sufficient resources are allocated to attract and hire the required talent.
 4. **Forecasting Recruitment Challenges:** Through human resource planning, organizations can anticipate potential challenges in the recruitment process, such as shortages of specific skills in the labor market or competition from other employers. Understanding these challenges enables HR departments to develop proactive solutions, such as offering competitive salaries or implementing training programs to develop needed skills internally.
 5. **Streamlining Recruitment Processes:** Human resource planning helps in streamlining the recruitment process by establishing clear guidelines and procedures. This includes defining job roles and responsibilities, creating job descriptions and specifications, and outlining the selection criteria. By having a structured recruitment process in place, organizations can efficiently identify and attract suitable candidates.
 - According to Arthur (2015), employee selection is the process of selecting a group of individuals who have the potential to become members of an organization, so that those selected will have the best possibility of succeeding in their work and making the greatest contribution to the organization
 - According to Farr and Tippins (2017), employee selection is the process of selecting individuals who are most suitable for a job or position from a group of individuals who are interested in working in an organization.
 - According to Gatewood, Feild, and Barrick (2015), employee selection is the process of selecting the best prospective employees for the

- organization by considering skills, knowledge and abilities.
- According to Lievens and Slaughter (2016), employee selection is the process of selecting individuals with abilities, knowledge and skills that are suitable for available positions in the organization.
 - Employee selection is the process of selecting individuals who have the qualifications and skills necessary to succeed in available positions within the organization in general . Selection procedures must be objective, fair, and carried out to high standards to ensure that selected employees make maximum contributions to the organization (Dessler, 2023; Farr and Tippins, 2017; Wardhana, 2014)
6. **Evaluation and Adjustment:** Human resource planning involves ongoing evaluation of workforce needs and adjustments to recruitment strategies as necessary. By monitoring key metrics such as time-to-fill, cost-per-hire, and quality of hires, HR departments can assess the effectiveness of their recruitment efforts and make any necessary

refinements to ensure alignment with organizational goals.

Based on the research results of Journal of Business Research Human Resource Planning is a dynamic and future-oriented process that serves as the cornerstone of organizational success, as highlighted in Abdulnabi Ali et al.'s (2022) systematic review published in the Journal of Business Research. This process ensures a proactive alignment between an organization's strategic workforce needs and the available talent pool, ultimately enhancing competitiveness and driving sustainable growth. (Source: Abdulnabi Ali, A., Golbert, F., Reksa, M., Kretzer, M., & Schweiger, D. M. (2023). Strategic workforce planning: A systematic review and future research agenda. *Journal of Business Research*, 156, 1047-1061).

While companies should use a variety of strategies when recruiting with a retention mindset, the effects of compensation specifically should be taken into account as well. With regard to recruitment, pay is often found to act as a barrier between a candidate and their potential employer (Quarin, 2016).

This means that a job candidate will often pass over a job because they feel as though the job does would not sufficiently compensate them for the work they would be providing. However, as Rynes (2004) notes, this barrier can be overcome when an employer is willing to increase the amount of pay they are willing to give to meet a candidate's threshold for what they feel is acceptable. By increasing the amount of compensation offered to potential candidates, employer attractiveness has been shown to rise. This creates a challenge for employers in offering a level of compensation that will appeal to the most talented potential employees more than competing employers.

Effective human resource planning plays a significant role in enhancing employee development and performance in several ways:

1. **Identifying Skill Gaps:** Human resource planning helps identify the skills and competencies needed for current and future roles within the organization. By understanding the skill gaps, HR departments can develop targeted training and development programs to bridge these gaps and improve employee capabilities.
2. **Tailored Training Programs:** With insights gained from human resource planning, organizations can design training and development initiatives that are aligned with strategic objectives and individual employee needs. This ensures that training programs are relevant and effective in enhancing employee skills and performance.
3. **Succession Planning:** Human resource planning involves identifying key positions within the organization and developing strategies for filling these positions in the event of vacancies. By implementing succession planning programs, organizations can groom high-potential employees for leadership roles, thereby enhancing employee development and ensuring continuity in critical positions.
4. **Career Pathing:** Through human resource planning, organizations can provide employees with clear career paths and advancement opportunities based on their skills, interests, and organizational needs. This motivates employees to invest in their own development and performance, knowing that

there are opportunities for growth within the organization.

5. **Performance Management:**

Human resource planning provides a framework for evaluating employee performance and identifying areas for improvement. By aligning performance management systems with organizational goals and objectives, HR departments can provide timely feedback and support to help employees reach their full potential.

6. **Retention and Engagement:**

Effective human resource planning includes strategies for retaining top talent within the organization. By offering opportunities for development and advancement, employees are more likely to feel valued and engaged, leading to higher levels of job satisfaction and reduced turnover.

7. **Resource Optimization:**

Human resource planning ensures that training and development resources are allocated efficiently to areas where they will have the greatest impact on employee performance. By focusing on the most critical skill areas, organizations can maximize the

return on investment in employee development initiatives.

Recruitment Planning Process will play a strategic role in company's business. The right recruitment strategy will produce human resources according to company's business needs. The accuracy of recruitment methods will have a positive effect on performance company and business as a whole. Adeola and Adebisi (2015) see that there is an effect of the influence recruitment activities with employee performance and motivation. Effective recruitment must be able to obtain human resources needed by company. The effect of recruitment influence will be able to increase employee motivation in reaching organizational expectation. Recruitment practices undertaken in the Nigerian banking industry are able to play a strategic role in recruiting employees and improving company performance. Stoilkovska, Ilieva, and Gjakovski (2015) explain that recruitment implementation should view the understanding of gender equality, race, religion, and avoid discrimination. Implementation of recruitment conducted in Macedonia has been done professionally and considers that everyone deserves equal opportunity to work in the company.

Understanding equality of opportunity must exist in the implementation of corporate recruitment. Recruitment that has been done should view that the candidate has the same opportunity and skill needs that fit with company's business. The recruitment pattern is still limited to provide access to disability in applying for jobs. People with disabilities have the opportunity to develop and improve careers in accordance with the pattern of human resource development. Therefore, recruitment is the main activity that must be done to hire the best people and give equal opportunity to all parties. Chungyalpa and Karisma (2016) explained that recruitment process starts from job analysis, manpower planning, and process of recruitment & selection. Job analysis is a preliminary process in which the company conducts an investigation to determine the type of job and qualifications required to complete job process. This process will determine other stages such as training, development, performance appraisal, and career systems. Therefore, job analysis will serve as basis for the decision to determine characteristics and needs of the candidate's capacity to be recruited in accordance with the achievement of job target by company.

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