



Human Resource Planning Strategy and Competence for Employee Performance Improvement at PT. Asoka Arian Properti - Medan

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ABSTRACT

This study aims to analyze the effect of human resource planning strategy and competence simultaneously on improving employee performance. This research was conducted at PT. ASOKA ARIANS PROPERTY - MEDAN. The number of samples in this study were 36 employees. In this study the independent variables are human resource planning strategies (X1) and competence (X2). In this study the dependent variable is employee performance. Data analysis was performed by multiple linear regression analysis. The results showed that the HR planning strategy and competence had a significant effect on employee performance with a level of influence of 70.30%.

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1. Introduction

To be able to develop human resources owned by the company, it is very dependent on organizational processes/nization to produce competent human resources and the company's ability to recruit the best individuals. This means that how companies do HR planning greatly affects how HR must be developed to achieve competitive advantage.

According to Nawawi (2010:141), HR planning in an organization/company environment consists of Quantitative Planning and Qualitative Planning. Quantitative planning is a prediction of the number of human resources needed (demand), while qualitative planning is a prediction of HR qualifications that are relevant to positions/jobs that need them in the future. Problems in HR planning faced by company owners are not just about how to procure HR who are able to work effectively, efficiently, productively and with quality when needed, but about how to treat, maintain and develop them, so that they are continuously able to provide the best contribution in the business. achievement of organizational/company goals.

Various forms of business that can be done for the development of human resources is how to improve the ability of employees with work competence. Competence is required so that employees can carry out work processes smoothly effectively and efficiently in achieving optimal performance (Mangkuprawira, 2011: 183). Along with increasingly fierce competition due to rapid technological changes and a drastic environment in every aspect of human life, every organization needs competent human resources in order to provide excellent and valuable services.

Competence as the basic characteristics of a person that enable them to perform superiorly in their work. Competence is also a deep and inherent part of a person's personality with predictable behavior in various situations and work tasks. By evaluating a person's competence, it is possible to predict that person's performance. Employees who are assigned to certain tasks that have been assessed will know what competencies are needed, as well as what methods must be taken to achieve promotion to the next level of position. Therefore, human resources who have high competence are needed because high competence will be able to support the improvement of employee performance.

Human resource planning is the process of planning, organizing, directing, controlling the procurement of manpower, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational, and community goals. Therefore, managers must ensure that the company or organization has the right workforce in the right place, and at the right time, who



has the ability to complete tasks that will help the company achieve its overall goals with work motivation and overall work performance. good employees too.

2. Literature review

2.1. Performance

Murphy and Cleveland in Pasolong (2013:175) say that performance is the quality of task and work-oriented behavior. The performance of employees in an organization is determined by the attitudes and behavior of employees towards their work and the orientation of employees in carrying out their work.

According to Mangkunegara (2016: 9): "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

Sedarmayanti (2017:259), said: "Performance (*performance*) is a noun which means an act, the implementation of work performance, the implementation of efficient work, the achievement/achievement of a person with respect to the task given to him.

From the above opinion it can be concluded that performance is a result of the actions of a worker in accordance with his work and is supervised by certain people, namely a boss or leader and support from the organization.

For measure performance, the following indicators can be used:

- a. Task completion accuracy
- b. Suitability of working hours
- c. Attendance rate
- d. Cooperation between employees
- e. Job satisfaction

2.2. HR Planning Strategy

HR planning is the process of anticipating and making provisions (requirements) to regulate the flow of labor movement into, within, and out of the organization, Sherman and Bohlander, *in* Nawawi (2010: 137). Meanwhile, according to Steiner in Nawawi (2010: 138), it is said that HR planning is a plan that aims to maintain and improve the organization's ability to achieve goals, through a strategy for developing the contribution of its employees in the future. From the two definitions mentioned above, while it can be concluded that HR planning is a series of activities related to planning efforts in anticipating the future.

According to Hasibuan (2012:257-259) states that iHuman resource planning indicators are:

- a. Procurement
- b. Development
- c. Compensation
- d. Maintenance
- e. Discipline
- f. Stopping

2.3. Competence

According to Wibowo (2012: 324), competence is the ability to carry out work or tasks based on skills and knowledge and supported by work attitudes determined by work. Competence shows certain knowledge, skills and attitudes of a profession in certain skill characteristics, which characterize a professional.

Kurniadi (2013:123) states that there are two factors of ability, namely: (1) Physical ability, namely the ability to carry out activities according to stamina, strength and biological characteristics, (2) Intellectual ability, namely the ability to engage in activities related to mental activity. .

From the opinions of the experts above, it can be concluded that competence is the ability to carry out work with good skills as well as knowledge and work attitudes that have been determined in work procedures.

Indicators of human resource competence according to Hutapea and Nurianna (2008:28) are:

- a. Work-related knowledge which includes:
 - 1) Knowing and understanding knowledge in their respective fields regarding their duties and responsibilities at work.
 - 2) Knowledge of new regulations, procedures, techniques in the company.



- 3) Knowing how to use the right information, equipment and tactics
- b. Individual skills include:
 - 1) Ability to communicate well in writing.
 - 2) Ability to communicate clearly orally.
- c. Work attitude
 - 1) Have the ability to be creative at work.
 - 2) There is a high morale.
 - 3) Have ability in planning/organizing.

3. Results and Discussion

3.1. Research result

Multiple linear regression testing explains the magnitude of the influence of entrepreneurial knowledge and entrepreneurial characteristics on business success. The results of regression analysis with calculations using *software* SPSS can be seen in the following description.

$$Y = 3.364 + 0.340 X_1 + 0.294 X_2$$

The description of the multiple linear regression equation above is as follows:

b_0 :3,364

Constant number (b_0) of 2,364 indicates the magnitude of employee performance if the HR planning strategy and competence is equal to 0.

b_1 :0.340

First regression coefficient (b_1) of 0.340 indicates the magnitude of the influence of HR planning strategy on employee performance with the assumption of constant competence. This means that if the HR planning strategy factor increases by 1 unit value, it is predicted that employee performance will increase by 0.340 unit value assuming constant competence.

b_2 :0,294

The second regression coefficient (b_2) of 0.294 indicates the magnitude of the influence of competence on employee performance assuming a constant HR planning strategy. This means that if the competency factor increases by 1 unit value, it is predicted that employee performance will increase by 0.294 unit value with the assumption that the HR planning strategy is constant.

a. Simultaneous Test (F test)

This test aims to test the significance of the simultaneous influence of HR planning strategy and competence on employee performance as shown in Table 1.

Table 1.
F test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	352,907	2	176.453	42,380	.000a
	Residual	137,399	33	4.164		
	Total	490,306	35			

a. Predictors: (Constant), Competence, Strategy_Planning_HR

b. Dependent Variable: Performance

Based on the F test, it is known that the Fcount is 42.380 with a significance value of 0.000 < 0.05, so that H0 is rejected or H1 is accepted. This shows that the HR planning strategy and competence simultaneously have a significant effect on employee performance.

b. Partial Test (t test)

To determine the partial effect of each variable of HR planning strategy and competence on employee performance, the t-test was carried out as shown in Table 2.

Table 2.
t test

Model		Coefficients ^a		Beta	t	Sig.
		Unstandardized Coefficients	Std. Error			
1	(Constant)	3.364	1.535		2,192	.036
	HR Planning Strategy	.340	.128	.404	2,659	.012
	Competence	.294	.091	.491	3.228	.003

a. Dependent Variable: Performance

From the results of the t-test of the influence of HR planning strategies on employee performance, the t-count value is 2.659 with a significance value of 0.012 <0.05, so it can be concluded that the HR planning strategy partially has a significant effect on employee performance.

From the results of the t-test of the influence of competence on employee performance, the t-count value is 3.228 with a significance value of 0.000 <0.05, so it can be concluded that competence partially has a significant effect on employee performance.

Based on the results of the research above, it can be seen that the HR planning strategy and competence have a significant influence on employee performance, where the competence factor has a more dominant influence on employee performance, compared to HR planning strategy.

The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 3.

Table 3.
Coefficient of Determination Value

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848a	.720	.703	2.04049

a. Predictors: (Constant), Competence, Strategy_Planning_HR

The magnitude of the influence value is indicated by the adjusted R Square coefficient of 0.703 or 70.30%, namely the percentage of the influence of HR planning strategy (X1) and competence (X2) on employee performance (Y) is 70.30%, while the remaining 29, 70% (100% - 70.30%) is influenced by other variables outside this research model.

3.2. Discussion

The results of data analysis show that simultaneously and partially HR planning strategies and competencies have a significant effect on increasing employee performance.

HR planning strategies can affect the high performance of each employee. This makes organizational goals achievable, otherwise organizational goals cannot be achieved if employees do not have performance in carrying out the duties and responsibilities assigned to them. Employees who fail to carry out their duties can be seen from the skills and abilities of employees in carrying out their work, where the achievement of the assigned targets has never been achieved. This is influenced by the standard of expertise and the ability of employees to work is still very lacking. For this reason, the HR planning strategy plays a very important role in improving the abilities and expertise of employees so that they make employees more independent and have good character in completing their tasks. With the HR planning strategy can make employees do not fail at work.

Competence has a significant effect on employee performance. Competence is the ability of an individual shown by good performance in the position or job. The more competent people in charge of an organization are, the more professional the employees working in the organization will be, because they are controlled by competent people in their fields.



4. Conclusion

- a. Partially, the HR planning strategy has a significant effect on employee performance.
- b. Partially, competence has a significant effect on employee performance.
- c. Simultaneously HR planning strategy and competence have a significant effect on employee performance with an effect of 70.30%.

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