

The Effect of Human Resource Planning on the Performance of Police Members

Human Resource
Planning

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ABSTRACT

This study aims to determine and analyze the effect of human resource planning on the performance of police members with workload as a mediating variable. Data analysis uses literature studies. The success of an organization will never be separated from the role of human resource performance itself with the optimal quality it provides. In addition, quantity also needs to be considered because completing tasks according to the time given certainly indicates that the performance given is optimal. It is necessary to measure the workload as a basis for calculating optimal workforce needs. This aims to determine the workload and the optimal number of employees. It can be concluded that human resource planning is indeed important to do to produce good performance in an organization. In addition, it can foster high professionalism from each employee so that the workload or tasks given to each employee can be completed properly and organizational goals can be achieved. In other words, human resource planning and workload do affect performance.

Keywords: Planning, Human Resource, Workload, Performance

ABSTRAK

Penelitian ini mengetahui dan menganalisis pengaruh perencanaan sumber daya manusia terhadap kinerja anggota kepolisian dengan beban kerja sebagai variabel mediasi. Analisis data menggunakan studi literatur. Suksesnya suatu organisasi tidak akan pernah luput dari peran kinerja SDM itu sendiri dengan kualitas optimal yang diberikannya. Selain itu, kuantitas juga perlu diperhatikan sebab menyelesaikan tugas sesuai waktu yang diberikan tentu menandakan kinerja yang diberikan sudah optimal. Perlu dilakukan pengukuran beban kerja sebagai dasar perhitungan kebutuhan tenaga kerja yang optimal. Hal ini bertujuan untuk mengetahui beban kerja dan jumlah karyawan optimal. Dapat disimpulkan bahwa perencanaan sumber daya manusia memang penting untuk dilakukan untuk menghasilkan kinerja yang baik pada suatu organisasi. Selain itu, dapat menumbuhkan profesionalitas yang tinggi dari setiap karyawan sehingga beban kerja atau tugas yang diberikan kepada setiap karyawan dapat diselesaikan dengan baik dan tujuan organisasi dapat tercapai. Dengan kata lain, perencanaan sumber daya manusia dan beban kerja memang berpengaruh terhadap kinerja.

Kata kunci: Perencanaan, Sumber Daya Manusia, Beban Kerja, Kinerja

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INTRODUCTION

Employee performance greatly influences the survival or operation of an organization. Employee performance plays a major role in the progress of an organization because it is basically run by employees, so actual performance is employee behaviour in carrying out their roles in an organization (Paais & Pattiruhu, 2020). Performance is a manifestation of work carried out by employees, which is usually used as a basis for employee assessment (Maryani et al., 2021). Good performance is a step towards achieving employee goals, ultimately leading to organizational goals. Performance can also be said as a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization which are outlined through the strategic planning of an organization. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Bintoro & Daryanto, 2017). Employees as part of the organization must always be ready to carry out their duties well and be ready to follow the procedures imposed in the organization. An employee is always required to always give the best performance with enthusiasm and achieve targets.

Organizations in providing good and satisfying services are highly expected by the community, usually people will control the quality of service by comparing their expectations with their experiences. Good performance can be supported by human resource planning and work professionalism in the sense of being able to cope with the workload (Tran et al., 2020). In the service process, there is an interaction between two interests, namely the organization and the community or service users. One organization that demands high and good employee performance is the Polsek Jajaran Polres Bengkayang, West Kalimantan Province. Polsek Jajaran Polres Bengkayang carries out its duties for public security. The level of problems that occur in Bengkayang is high so that handling is needed. The existence of responsive and mobile services is certainly aimed at providing easy services to the community. The better the service, the higher the public's trust in the Polsek Jajaran Polres Bengkayang. The phenomenon that occurs in the Polsek Jajaran Polres Bengkayang is the lack of members with many work responsibilities. Even so, the Polsek Jajaran Polres Bengkayang always tries to show the best performance in accordance with the motto and no matter how many tasks will still be completed. In addition, members try to stay fit with the piling workload because stamina is the main thing in realizing good performance. Members must also maintain high professionalism and balance work and family life. The density of work and the many problems to be handled make it necessary to work extra and carefully so that all problems are resolved in a short time so that the community can continue to feel protected and safe (Friedberg & Hunt, 2018). Working in the security sector must be aware of the meaning of the work being carried out and be prepared to be placed anywhere so that they must be professional in the sense of not bringing a bad attitude.

In addition to HR planning, another factor that influences performance is related to workload. Workload is a number of activities or jobs that must be completed by an organizational unit within a specified time (Koesomowidjojo, 2017). The workload assigned to employees becomes the main task that must be done. A person's workload has been determined in the form of work standards according to the type of work. Workload is a collection or number of activities that must be completed by an organization or position holder within a certain period of time. The workload imposed on employees can occur in several conditions. First, the workload is according to the standard, namely the work given is balanced with the employee's abilities. Second, the workload is too low, namely the work given is lower than the employee's abilities. A good workload is one that is in accordance with the employee's abilities. Both of these conditions will have an impact on work inefficiency. So that the employee's performance will not be optimal. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of the talent and ability itself. This research is a literature study. Based on the background, there are several objectives as follows: First, to find out and analyze the

influence of human resource planning on performance at Polsek Jajaran Polres Bengkayang. Second, to find out and analyze the influence of workload on performance at Polsek Jajaran Polres Bengkayang. Third, to find out and analyze the influence of human resource planning on workload at Polsek Jajaran Polres Bengkayang. Fourth, to find out and analyze the influence of human resource planning on performance mediated by workload at Polsek Jajaran Polres Bengkayang.

LITERATURE REVIEW

There are several previous studies that are empirical in this study as well, research conducted by Widajanti (2007) states that HR planning human resource planning is a process where management determines how the organization should move from the current HR state to the desired HR position in the future. To achieve effective HR planning, there must be integration between HR planning with strategic planning and operational planning. Although it has been well planned, there is often still a gap between HR planning in its development and the implementation of HR strategy. This gap can occur, among other things, due to broad changes in world trade and increasing competition, regulations and new technologies. Therefore, explanations are needed to bridge the gap. However, even though there is a gap between theory and practice, the research results found that HR planning is still needed. Research conducted by Fransiska & Bernarto (2021), stated that improving employee performance can be done through human resource planning, recruitment and placement of employees according to education and skills. Human resource planning, recruitment and placement have a positive and significant effect partially and simultaneously on the performance of employees at the Bank Indonesia Representative Office in Bengkulu Province.

Human resources (HR) are one of the most important factors in an organization for the effectiveness of activities to achieve its goals (Al-Musadieq et al., 2018). Humans are the main assets in an organization, so they must be managed, utilized in a balanced and humane manner. So, HR does not only refer to humans (physical) but also the abilities of the employees, talents, competencies, ideas, productivity, and especially performance. Therefore, human resource planning is needed to manage it. HR planning itself is to regulate the relationship and role of HR/employees so that they are effective (goals can be achieved according to plan), efficient (existing tasks are carried out correctly, organized and according to schedule) in helping to realize the goals of the organization, employees and the community. Because employees always play an active and dominant role in every activity, both as planners, actors and determinants of the realization of organizational goals (goals cannot be achieved without the active role of employees). Human resource planning is a series of activities to adjust the needs or demands of the workforce in the future in an organization (Nawawi, 2017). Therefore, human resource planning is indeed important to do in order to obtain quality HR so that the performance produced is good.

Research conducted by Zulkipli (2022) states that human resource management planning can be said to be quite good. Judging from the planning indicators, which include objectives, procedures, rules and budgets. Human resource management planning starts from obtaining, utilizing and maintaining human resources by carrying out procurement preparation, developing human resources, conducting assessments and providing compensation has been running properly even though the utilization of human resources has not been optimal. In carrying out human resource management planning, more attention should be paid to facilities and infrastructure so that activities in human resource planning can be carried out properly. Human resources with good management will certainly benefit the organization. The importance of human resource management and planning is also based on human resources which are currently often referred to as assets that need to be given training so that their abilities can continue to develop. This is because if human resources do not develop, the asset status of human resources will change into a burden for the organization so that the organization cannot progress.

METHOD

The method used in this study is literature study. Literature study is an approach that examines various relevant sources of information, such as journal articles, books, reports, and other documents, to gain a comprehensive understanding of the topic being studied. In this context, literature study was conducted to understand human resource planning and workload on performance. The author identified and analyzed various sources relevant to the topic. This process involves a systematic search in scientific databases, as well as reviewing appropriate abstracts based on relevance and quality criteria. This literature study aims to provide deeper insight into the topic being studied and identify emerging opportunities related to human resources. The steps in the literature study include a comprehensive literature search, screening sources based on relevance and quality, critical analysis of source content, and synthesis of information to identify trends, patterns, and gaps in previous research. By using literature study, the author can collect supporting evidence and evaluate various views and findings from previous studies. This helps in developing a deep understanding of how human resource planning and workload can affect performance. Literature study also allows the author to identify various factors that can affect performance and propose recommendations based on existing findings. Overall, literature study is an effective method for collecting comprehensive and in-depth information on the research topic. Through critical analysis and synthesis of information from various sources, this study is expected to provide significant contributions in understanding human resource planning and workload on performance and identifying opportunities for future improvements.

RESULT

Human resources are the main key in an organization. The progress of an organization is due to the existence of quality human resources. Therefore, to have good and quality human resources, planning is needed (Ployhart, 2021). Planning itself is carried out so that before entering the organization, human resources can be ready to face challenges and show high performance and high work enthusiasm. Planning itself can be in the form of training. Without human resources, an organization will not run optimally. The reduced tendency to share knowledge is a lack of employee enthusiasm for their work (De Clercq & Pereira, 2024). Based on this research, it explains that an organization will not run smoothly if its good human resources cannot work together. This means that not only must human resources be qualified but they must also be able to work well with each other when they have entered an organization. Every organization certainly has its own goals, the essence of which is to make the organization successful. Many challenges and competitions occur in every organization, where facing this requires the support of qualified physical resources so that all challenges, competitions and changes that occur can be overcome very well. Human resource planning must be carried out by every organization that does have a direction in achieving the vision and mission in the future for the existence of the organization which is linked to performance. Performance is the result of each employee who works in an organization. Good performance tends to advance the organization, but on the contrary, poor performance will reduce the achievement of the organization.

Viewed from the performance aspect, in addition to human resource planning, in advancing the organization, mental preparation is also needed from each employee in facing each task or job assigned to him by the organization. Of course, the workload of every organization, especially the government, is high. The work targets that must be completed by each government organization are certainly high so that every resource that works must be ready and qualified. The focus of this study is on human resource planning and workload on performance. Human resource planning is important to obtain quality human resources (Anwar & Abdullah, 2021). Human resource planning can help organizations in dealing with changing conditions adjusted to these changes. In this case, planning is carried out so that the number of workers working can adjust to the needs of an organization so that work can be completed properly. Human resources must be

prepared through training and professional development and have a plan to strengthen organizational performance (Chakraborty & Biswas, 2020). In line with human resource planning for performance, there are several studies related to human resource planning for performance including research by Kelejan et al. (2018), Ariodhuto et al. (2022), Septian & Mustakim (2022), Fitriana et al. (2023), Kendali & Prahawan (2024), and which states that human resource planning has a positive and significant influence on employee performance.

Several of these studies show that good performance must prepare good human resources, where this is also related to the level of readiness and ability of employees to work in showing good results. In other words, each employee has different work tasks assigned to him/her. Workload is also the focus of this study, where the workload of each organization must be different according to their respective tasks and responsibilities. Performance will decrease if employees consider every job, they have to be a burden. However, if employees consider the workload to be an obligation and are carried out professionally, then the workload is not considered a bad thing, but rather for the benefit of the organization which will also affect the existence of the organization. Awareness in carrying out tasks is indeed important so that performance also increases. In addition, every employee who works must be aware of balancing their work and personal life so that work results do not decrease. There are several organizations that have declined in their achievements, this is because there are employees who work less professionally because they consider the tasks given to be too many and a burden for them. This shows that the employee is not ready to work under pressure and cannot work professionally and does not have the awareness that working in an organization must be professional. Workload can affect performance, in line with research by Rohman & Ichsan (2021), Ohorela (2021), Rohman et al. (2023), Aisah (2023), and Adelia et al. (2024) stated that workload has a positive and significant effect on performance.

Human resource planning must be the key so that the organization can run well and its existence is not questioned. In this case, it means that when every employee selected in an organization can already understand the tasks and work assigned because the employee has been planned in advance, which means that if the planning of human resources working in the organization is planned well, the workload can be overcome. In line with this understanding, Hidayat et al. (2018) stated that human resource planning must be carried out optimally in order to facilitate all workloads. Yuwono et al. (2023) also stated that to obtain quality human resources in handling all workloads given, HR planning is needed. The same thing is also in the study by Elu & Rahmawati (2024) and which states that a company/organization can survive if there is human resource planning in it so that all forms of work carried out can be overcome. Nisa et al. (2024) also stated that Human resource planning (HR) has a crucial role in influencing organizational performance, which is effective in facing all existing challenges. Based on several studies, it is clearly shown that planning in human resources is indeed influential and important to be carried out in order to be able to overcome all forms of workload.

The tasks given must be completed with full awareness that working for the progress of self and organization. Of course, this is also supported by the existence of a form of organizational attention to each employee, so that they have high work enthusiasm, are professional and always show the best quality of themselves. Cooperation between each other is also needed so that every task that exists is completed on time. The relationship that is established with each other must also be good so that work can be optimal because there is a sense of comfort with each other, both between employees and between employees and superiors. Human resource management to ensure compliance with labor laws, recruitment and training so that the performance of an organization runs well (Patrick & Mazhar, 2019). It is clear that quality human resources must be managed so that the organizational performance shown by employees is good. One of the organizations that demonstrates a high level of work professionalism and good human resource planning is the Polsek Jajaran Polres Bengkayang. Polsek Jajaran Polres Bengkayang is the front line in harmony, national order and development. This

organization is tasked with providing security and order for the community in order to eradicate all forms of security disturbances, maintain the safety of body and soul, property and human rights, guarantee certainty based on law and maintain a sense of peace and tranquility.

Although it is not easy to maintain security and order in a multi-ethnic and culturally diverse area, each personnel always try hard to solve all problems that occur. Each personnel always improve to become professional, modern and trusted personnel in building an integrity zone towards a corruption-free area and a bureaucratic area, clean and serving. This organization always provides the best service to the community at any time. The alertness and readiness of each personnel in overcoming problems is good. The form that the human resources of each personnel have indeed been planned/prepared well, professionally, namely each personnel works with high enthusiasm, is organized and has good abilities in completing each task. There is also a 24-hour service to help people in need, where crime rates can occur at any time. Human resource management, information technology and organizational culture have a significant effect on the quality and performance of human resources both directly and indirectly. This shows that in addition to having good human resources, the use of technology and organizational culture at the Polsek Jajaran Polres Bengkayang is also needed as a supporter to advance organizational performance so that it can provide maximum performance to the community. The crime rate can befall every level of society at any time and the community's need for services such as making identities is very much needed. Therefore, the Polsek Jajaran Polres Bengkayang always shows the best form of their service to the community in every level. Good performance is indeed very much needed which can be supported by human resource planning and work professionalism which shows that personnel are indeed ready to be the front guard for the community.

CONCLUSION

From the research above, it can be concluded that human resources are the main key in an organization. The progress of the organization is highly dependent on the quality of its human resources. Therefore, careful planning is needed to have good and quality human resources. Without competent human resources, the organization will not run optimally. In addition to quality, the ability to work together is also important in an organization. Performance is the result of employee work in the organization. Good performance tends to advance the organization, while poor performance reduces organizational achievement. In addition to human resource planning, employee mental preparation in facing tasks is also important. Every government organization has high work targets, so human resources must be ready and qualified. Performance decreases if employees consider work as a burden. However, if you see the workload as an obligation that is carried out professionally, then the workload is considered positive and contributes to the interests of the organization. Awareness in carrying out tasks is important to improve performance. In addition, employees must balance work and personal life so that work results do not decrease. The use of technology and organizational culture at the Polsek Jajaran Polres Bengkayang is also needed to support improved organizational performance, provide maximum service to the community, and demonstrate work professionalism. Suggestions for further research are good human resource planning and the addition of other variables to enrich the research results.

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