


Implementation of strategic planning as an organizational human resources management process

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Article Info	ABSTRACT
<p>Keywords: Strategic Planning, Human Resources Management, Organizatio</p>	<p>Strategic planning is a systematic approach that can help organizations identify long-term goals and develop strategies to achieve them. This research aims to investigate and analyze the application of strategic planning in the context of human resource management (HR) in organizations. This research uses a qualitative approach with descriptive methods. The research results show that the application of Strategic Planning in human resource (HR) management has a positive impact on achieving organizational goals. Strategic planning steps, from mission identification to performance evaluation, are proven to form a solid foundation for effective HR management. The results include increased employee motivation and engagement, optimized use of human resources, and organizational adaptability to environmental changes. Additionally, a continuous performance evaluation system helps identify areas of improvement and improvement, creating a responsive and efficient work environment. Overall, this research supports the importance of integrating Strategic Planning in HR management strategies to achieve organizational sustainability and success.</p>
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INTRODUCTION

In developing its existence, organizations need to understand that human resources (HR) are not just task performers, but are critical elements that shape the company's identity and sustainability (Riniwati, 2016). The success of an organization is not only limited to having an adequate number of employees, but also requires the quality, strategic fit and operational reliability of each individual in the team. Therefore, effective HR planning does not only focus on recruiting and retaining the required number of employees, but also includes competency development, empowerment, and integration of HR with company strategy and operations (Widajanti, 2007).

The importance of qualitative and strategic aspects in HR planning illustrates that every employee is not just a routine actor, but is a long-term investment for the sustainability of the organization (Subyantoro & Suwanto, 2020). Human resources that are in line with company values, have relevant skills, and are actively involved in achieving strategic goals, will be the driving force for organizational growth and success. By focusing HR planning on developing individual potential, improving work quality, and solid

integration with the company's vision, organizations can create a strong foundation for their existence amidst market dynamics and global demands (Sedjati, 2015).

Human resource management (HR) includes the implementation of management principles based on its function to obtain and retain the best human resources (Raymond et al, 2023). The main focus of HR management is to recruit individuals who have skills, knowledge and competencies that suit the needs of the organization. The recruitment and selection process is carried out carefully to ensure that the organization gets employees who not only meet the current job requirements, but also have the potential to develop and contribute long term (Ramadhani et al, 2023).

Apart from recruiting, HR management is also closely related to strategies for maintaining and developing human resources. This effort includes building a work environment that supports employees' professional and personal growth (Setiawan, 2016). Through development opportunities, training and wellness programs, organizations strive to maintain employee motivation and wellbeing, so they remain committed and productive. Thus, human resource management is not just about getting the best workforce, but also caring for and ensuring that employee potential continues to develop, creating constant quality of work, and even improving that quality over time (Purnama, 2016).

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In order to ensure the availability of appropriate and competitive workforce, management steps are crucial. Human resource planning is an approach that is not only essential but also strategic in determining the direction and movement of an organization's human resources (Kanter, 1983). This process involves identifying the organization's future needs, both in terms of quantity and quality, and determining the steps necessary to meet those needs. With careful human resource planning, organizations can avoid imbalances between demand and supply of labor, so they can optimize productivity and achieve long-term goals (Devanna et al, 1982).

Human resources themselves not only cover labor aspects, but also summarize a series of processes and activities that involve collaboration between human resources managers and line managers. This collaboration is needed to resolve various organizational challenges related to human factors (Noor, 2018). Thus, human resource planning is not only the responsibility of the human resource manager but also a synergistic collaboration between various parties in the organization. Through an integrated planning process, an organization can ensure that its human resources not only meet current needs, but are also ready to face future dynamics and demands (Sultan, 2022).

Strategic planning has a significant impact on the management of human resources (HR) of an organization, acting as a foundation for achieving long-term missions and goals (Sudiantini & Zidane, 2023). Through this planning process, an organization can clearly identify the basic mission that is the basis of its existence, as well as set goals that can direct HR activities optimally. By having firm direction, HR managers can set recruitment policies, employee development and retention strategies that are in line with the organization's vision (Labola, 2019).

Apart from that, strategic planning also acts as a tool to reduce uncertainty in the future. Managers can understand and predict changes that may occur in the external and internal environment of the organization (Putri, 2014). With this understanding, organizations can prepare necessary backup or adaptation plans, so that HR can move in line with market dynamics and organizational needs (Muryani et al, 2022).

The importance of strategic planning is also seen in efforts to minimize costs. Through directed and planned work, organizations can increase operational efficiency, manage HR budgets more wisely, and reduce potential inefficiencies that can arise without careful planning (Nugroho, 2020). Finally, strategic planning establishes the goals and standards of the management function, providing the basis for the control and evaluation process. By comparing actual performance with predetermined plans, organizations can continue to make adjustments and improvements to achieve maximum effectiveness and efficiency in managing human resources (Farchan, 2016).

The aim of this research is to investigate the application of strategic planning in human resource management in organizations, with a focus on identifying its positive impact on efficiency, productivity and sustainability of HR management. This research aims to provide in-depth insight into the factors that support or hinder the implementation of strategic planning in the context of organizational human resources. The benefits of this research are expected to contribute to conceptual and practical understanding of the importance of implementing strategic planning in increasing the effectiveness of human resource management, with implications for the development of better HR policies and strategies. It is hoped that the results of this research can be a guide for organizations in optimizing the potential of their human resources to achieve long-term goals.

METHOD

This research uses a qualitative approach with structured technical methods. This approach involves collecting data through documentation, interviews and observation activities. The data analysis techniques used are content analysis (documentation research) and descriptive analysis. This study adopts a descriptive research approach, as explained by Sekaran & Bougie (2016), which aims to provide an overview of the characteristics of a particular object, phenomenon or event. The data in this research is divided into two types, namely primary data and secondary data. Primary data is obtained directly by researchers for specific purposes, while secondary data is obtained from other sources, such as related institutions or individuals. By using these methods and techniques, it is hoped that this research can provide an in-depth understanding of the application of strategic planning in managing human resources in organizations.

RESULTS AND DISCUSSION

In general, strategic planning is an essential planning process in an organizational context to understand goals, direction and decision making aimed at achieving optimal results and in accordance with predetermined targets. The main objective of this strategic planning is to organize and manage all the resources owned by the organization or company as well as

possible. Through careful organization and effective management of resources, strategic planning aims to achieve desired results and is in line with the organization's vision and mission. With strategic planning, organizations can anticipate environmental changes, optimize the use of human, financial and material resources, and increase their competitiveness in the market. Thus, strategic planning becomes the basis for achieving the organization's long-term goals and creating sustainability in achieving the desired results.

Implementing Strategic Planning as a Human Resources (HR) Management Process in an organization involves a series of steps and activities designed to optimize human resource management in order to achieve long-term strategic goals. The following are forms of implementing Strategic Planning in organizational HR management:

Identify the Organization's Mission and Goals

Identifying the mission and goals of the organization is a crucial first step in implementing Strategic Planning. This process includes determining a long-term vision that guides the direction and identity of the organization. This vision reflects an ideal picture of the success and impact that the organization wants to achieve in the future. Furthermore, setting organizational goals is a detailed aspect of this process. These goals must be specific, measurable, achievable, relevant, and time-bound (SMART). They cover various organizational dimensions such as financial growth, operational excellence, customer satisfaction, innovation, and social responsibility.

By having a clear mission, an inspiring vision, and structured goals, an organization can guide all activities and decisions taken. This provides a basis for developing strategies that will be implemented in human resource management, product or service development, marketing, and other aspects that support the achievement of long-term goals. Overall, this identification of mission and goals provides a strong foundation for organizational planning and management, guiding all efforts toward achieving the desired vision for the future. .

Internal and External Environmental Analysis

Analysis of the organizational environment, both internal and external, is an important stage in strategic planning for human resource management (HR). By evaluating internal strengths and weaknesses, organizations can identify resources that can be optimized or improved in order to achieve long-term goals. It involves reviewing organizational structure, company culture, and employee capabilities, providing deep insights to guide more effective HR policies and practices. Correspondingly, external factor analysis allows organizations to understand opportunities and threats originating from the surrounding environment, such as regulatory changes, technological advances, and job market dynamics. Integrating the results of these two analyzes provides a solid foundation for designing adaptive HR strategies, giving organizations the ability to move with environmental changes and respond to market needs more efficiently.

By utilizing information from this environmental analysis, organizations can direct their HR policies to optimize internal potential, take advantage of external opportunities, and overcome challenges that may arise. In this way, HR management is not only responsive to current needs, but also has a proactive orientation towards the evolution of an ever-changing environment. It provides an organization with a strong foundation to

achieve long-term goals and enhance its competitive advantage in the concerned industry or market.

Determination of HR Needs

Based on the results of the analysis, the organization can specify in more detail the human resource (HR) needs needed to achieve its strategic goals. Skills identification is a critical step in determining HR requirements, involving a deep understanding of the types of skills needed to support operational activities and achieve organizational goals. In addition, determining HR needs also includes identifying knowledge that is essential to achieving goals, including a deep understanding of the industry, technology, and trends that may impact the organization. Furthermore, employee competency is also a focus, where the organization assesses the individual's ability to adapt, collaborate and innovate according to organizational needs.

After identifying HR needs, the next step is to design a strategy to meet these requirements. This may involve a careful recruitment and selection process to bring in individuals with appropriate skills and knowledge. In addition, employee development through training and development programs can also be a strategy for building the necessary competencies. By comprehensively understanding HR needs, organizations can ensure that their teams have appropriate capabilities and continue to develop, so they are able to adapt to environmental changes and make a significant contribution to achieving long-term strategic goals. Through this approach, organizations can improve their operational effectiveness and efficiency, creating a strong foundation for long-term growth and sustainability .

Employee Development Planning

Strategic Planning not only focuses on recruiting suitable human resources, but also includes the development of existing employees in the organization. Employee development is a key aspect in ensuring that work teams have the skills and knowledge relevant to the demands of an ever-changing work environment. It involves the design and implementation of a structured training program to strengthen the skills required to perform job duties. Employee development programs may also include initiatives to increase understanding of current technology, efficient work methods, and industry best practices.

In addition to training, employee development can also include skills development programs, designed to improve aspects such as leadership, communication, and collaboration between team members. By providing opportunities for personal development, organizations can strengthen individual potential and build a learning culture that supports sustainable growth. This approach not only enriches employees with new skills, but also increases their engagement and satisfaction, which in turn contributes to the overall productivity and success of the organization.

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Payroll and Compensation System

Within the scope of Strategic Planning, designing salary and compensation systems is a critical aspect for achieving organizational goals. This system must be in line with the organization's vision and mission, reflect company values, and provide incentives that can motivate employees. This involves establishing a fair and transparent remuneration structure, which can provide rewards commensurate with individual or team contributions and achievements. An effective compensation strategy must be able to motivate employees to provide their best performance. This may include bonuses based on target achievement, incentive schemes for exceptional work results, or additional benefits related to achieving strategic objectives. In addition, compensation program design must also consider factors such as industry benchmarks, labor market developments, and relevant human resource policies. The importance of designing a salary and compensation system in Strategic Planning lies not only in the financial aspect, but also in its impact on motivation, employee retention and work culture. By ensuring that this system is fair, transparent, and in line with organizational goals, companies can create an empowering work environment, increase employee satisfaction, and motivate them to contribute maximally to achieving organizational goals. Overall, careful design in this area is an important element in creating long-term sustainability and success for an organization.

Performance Measurement and Evaluation

The implementation of Strategic Planning has a significant impact in terms of a continuous performance measurement system and evaluation of the success of human resource management (HR) strategies. The performance measurement system is an important basis for monitoring the achievement of established HR goals and strategies. Through continuous measurement, organizations can identify milestones that need improvement, capture performance trends, and provide feedback to employees and management teams. This system also creates transparency, allowing each team member to understand the extent of his or her contribution to achieving organizational goals.

Evaluation of the success of implementing HR management strategies is an important element in the strategic planning cycle. This includes a thorough assessment of the extent to which HR strategies have supported the achievement of organizational goals. This

evaluation involves analysis of performance data, feedback from employees, and a review of the HR policies that have been implemented. In this way, organizations can identify aspects that are successful and need improvement, enabling appropriate improvements and adjustments in subsequent strategic planning.

The importance of a measurement and evaluation system in implementing Strategic Planning is that it provides clarity about the effectiveness of HR strategies and helps organizations to adapt to environmental changes quickly and responsively. By integrating evaluation mechanisms into its HR strategy, organizations can ensure that their HR management efforts are not only relevant, but also continuously improved to achieve their long-term goals. In other words, continuous evaluation is the key to ensuring that HR management remains efficient and in line with the organization's vision and mission amidst rapidly changing market dynamics and competition.

CONCLUSION

The application of Strategic Planning in human resource (HR) management forms a holistic approach involving various strategic elements. The initial step involves identifying the mission, vision, and goals of the organization, which form the basis for the formulation of HR policies and strategies. Analysis of the internal and external environment, including strengths, weaknesses, opportunities, and threats, helps organizations understand their context and adapt HR policies to market and industry dynamics. Furthermore, implementing Strategic Planning involves determining HR needs, identifying the required skills, knowledge and competencies. Developing existing employees and designing appropriate payroll and compensation systems is also a focus to ensure optimal employee motivation and retention. Performance measurement systems and evaluation of HR management strategies play an important role in providing continuous feedback and ensuring conformity with organizational goals. Thus, in conclusion, the application of Strategic Planning in HR management is a systematic approach that involves formulating, implementing and evaluating strategies to ensure that the organization's human resources are optimized in accordance with its long-term vision and goals. By engaging employees, designing a motivating payroll system, and measuring performance on an ongoing basis, organizations can create a dynamic, adaptive, and efficient work environment in achieving long-term sustainability and success.

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