

Vol. 1 • No. 1 • August 2022

Page (Hal.) : 81 – 91

ISSN (online) : 2963-5896

ISSN (print) : 2964-0482

DOI No : -

Website : <https://ojs.ideanusa.com/index.php/idea>

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## HR Planning Steps Based On Data From Job Analysis Results

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**Abstract.** The purpose of this writing is to find out the steps of HR planning based on the results of job analysis based on the results of a literature study. This scientific article writing method uses literature studies / Library Research. Processing and analyzing reference sources of books, articles, journals, and other sources from the internet, especially within the scope of human resources (HR). HR planning steps begin with goal setting. It stated that organizations need to identify and define their objectives and prepare government documents including budget speeches and other required documents including strategic plans. This is important for understanding government regulations, deciding on an organization's HR priorities and for coping with emerging environmental changes and trends. Then, carry out a workforce analysis to understand the workforce and plan about the required workforce (shortages and excess) with specific skills. and knowledge. There is a need to undergo a workforce analysis. Characteristics such as age, gender, skills, competence, etc. are very important to look at, also some internal factors such as eligibility criteria, vacancies, turnover rates, etc. are important to carry out a workforce analysis. Then do a gap analysis. Where companies are asked to have a success plan for critical positions and understand the importance of acquiring new skills. The next step is to decide HR priorities to help achieve goals. After looking at the results of the gap analysis, some HR priorities have to be decided and a strategy to achieve the desired results has to be developed and has to be recognized by the department. The final step is measuring, monitoring, and reporting progress. When evaluating the progress of a targeted area, monitoring, assessing and presenting HR performance results is essential. This leads to increased skills, and capabilities of employees and organizational learning to meet future needs and demands.

**Keywords:** *HR, Planning, HRP Steps, Job Analysis*

## **A. INTRODUCTION**

Human resource planning seems to be practiced by organizations and/or organizations that regard their employees as the most important part of the organization. Organizations usually become unable to fulfill their desired goals simply because of the fact that in times of intense competition, the morale of their employees is not as good as that of their peers. The reason is pretty clear to everyone that the employees of that organization do not have the level of potential or motivation to which they are entitled when operating at that level in the industry. However, those organizations perform better in the market by working well with employees in terms of increasing their level of satisfaction at work through different means, motivating them enough to take courage and make them do their best to meet the targets. Indonesia is a developing country. Likewise, the pattern of human resource development is also in its development stage. Since Indonesia's independence, the government has been trying to improve its human resources. Policies carried out by the Indonesian government include the declaration of a minimum of nine years of education in accordance with PP RI No. 47 of 2008 concerning Compulsory Education, providing scholarships to students and students, as well as assistance with educational facilities. This policy was taken so that the quality of Indonesian human resources would increase and be able to compete with human resources from other countries. In addition to being rich in natural resources, Indonesia is also rich in human resources. Natural wealth and human resources are attracting foreign investors to invest their capital or open a company in Indonesia. There are many considerations that are usually taken by foreign companies to invest in Indonesia, one of which is the problem of human resources that are cheap and easy to find in the areas where their companies operate. The purpose of this writing is to find out the steps of human resource planning, up to the development of human resources in facing the era of globalization.

The problem faced by organizations, especially human resource managers today is the rapid changes that occur in the field of government which also have an impact on the planning of their human workforce. The strategic role of human resource planning not only helps the organization in the short term but also in the future. Thus it appears that organizations that consider human resource planning as an important and essential part of their human resource management, this can be very helpful in terms of dealing with human resources which may enable organizations to stand out from the competition that occurs in the market.

## **B. LITERATURE REVIEW**

According to Supomo R and Eti Nurhayati (2018:22), workforce planning is an activity of identifying the number of human resources needed to achieve organizational goals in the future. The main component of human resource planning is determining the type of human resources needed by an organization within a certain period of time, both in the short, medium and long term. To develop a work plan, a human resource manager will project the supply and demand for human resources by supply, i.e., there is an excess or shortage or some accurate amount of human resource supply for a particular type of workforce or position.

According to Roberto et al (2022: 11233), human resource planning is generally defined as a process that identifies the number of employees needed by the organization in terms of high quality and quantity, so that it is seen as a continuous process of regular and structured planning. The main goal of human resource planning is to ensure that employees have the best level of interaction with their jobs. Also, this planning process confirms that the number of employees is the right number as needed, i.e. there is no

excess or shortage of manpower. The three basic functions of human resource planning include a) workforce forecasting, b) managing demand for personnel and available supply in the market and c) maintaining a balance between labor supply and demand forecasts.

According to Dimpudus (2009:1), human resource planning is the steps taken to ensure that the organization has the right manpower available to occupy the right positions, positions and jobs at the right time. The steps for planning human resources (HR) include forecasting and auditing, selecting human resources that can still be maintained, recruiting new human resources, and developing human resources. Forecasting and auditing provide information about the number of workers and the required competencies. After that, selection of human resources that can still be maintained for the future and planning to replace employees who due to age must retire. When recruiting new human resources, age, loyalty, expertise/competence, and health are considered. After the HR recruited has met the HR needs of a company, the next step is to carry out HR development such as participating in training, seminars, workshops, and cross-training. After that, the company provides salaries and benefits in accordance with applicable company and government regulations and provisions.

### C. RESEARCH METHODOLOGY

This scientific article writing method uses literature studies / Library Research. Processing and analyzing reference sources of books, articles, journals, and other sources from the internet, especially within the scope of human resources (HR). All references/reference lists in this article are quoted via Google Scholar, Research Get, and other references. Literature review (literature review) is research conducted by researchers by collecting a number of books, magazines related to the problem and research objectives. This technique is carried out with the aim of disclosing various theories that are relevant to the problems being faced/researched as reference material in discussing research results. The research begins with a literature search related to the research subject. Literature search is the first step to collect relevant information for research. Literature review plays a very important role in writing a scientific article or essay, where a literature review provides ideas and objectives about the research topic to be carried out.

### D. RESULTS AND DISCUSSION

Human Resources (HR) is a central factor in an organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans and in carrying out its mission it is managed and managed by humans. So, humans are a strategic factor in all organizational activities. Furthermore, human resource management means organizing, managing human resources based on the company's vision so that organizational goals can be achieved optimally. Therefore, human resource management is also part of the science of management which refers to the management function in carrying out the processes of planning, organizing, staffing, leading and controlling. Human resource management functions to make staffing and personnel arrangements within the organization, which includes job/position analysis, recruitment and selection of prospective workers, orientation, training, rewarding, and assessment and development of human resources. Because some or all of the tasks regarding the placement of appropriate personnel for fixed assignments, orientation, training, rewarding, promotion, discipline and the scope of human resource management cover all tasks regarding human resources carried out by each manager. Because the aspects of management and human resources are so strategic and so broad, human resource management involves many aspects, especially the internal environment of the organization and the external environment of the organization. The challenge for today's managers is to respond to external changes so that

the company's internal environmental factors become strong and competitive. Managers must link the implementation of human resource management with organizational strategies to improve performance, develop a cooperative culture that supports the application of innovation and flexibility. The strategic role of human resources in the corporate world can be elaborated in terms of resource theory, where the function of the company is to mobilize all resources to prepare resources to face the interests of the world of work. Resources as mentioned above, are competent human resources as a measure of success in work. Thus, in terms of resources, the business strategy is to obtain the maximum added value that can optimize the competitive advantage of the company. The existence of expert human resources: reliable leaders and human resources can guarantee the success of the corporate world. Fundamental changes in the business environment have caused a shift in the importance of human resource management and the human resource function. The human resources department is given the opportunity to take on an important role on the management team. This is happening because the human resources function is turning into an important management function. Human resource assets can be a source of sustainable competitive advantage because these human assets possess knowledge and social complexity that are difficult for competitors to imitate. Human resource management practices that are expected to make competent human resources continuously guarantee job security, fulfill selectivity in recruitment, obtain high wages and adequate incentives. The human resource management practices involved are human resource planning, staffing planning, recruitment, selection, performance appraisal, training and development, compensation, employee maintenance and employee relations. Other human resource management practices include planning training programs, seminars, in skills development, using cross-training, and efforts to promote a sense of community, remuneration, and the provision of fair and regulatory rights for employees. - Existing rules and regulations.

### **The Importance of Human Resource Planning in Organizations**

HR planning is an important HR job that determines the quality of the workforce and their contribution to achieving organizational goals in an annual period. If done well, this can produce a productive, efficient workforce, and in line with the company's business goals. HR planning also involves talent planning, which is the process of analyzing talents within the company, calculating future talent needs, defining types of skills and competencies, planning training and development, and determining the right strategy to get top talent. Broadly speaking, HR planning is process to ensure the continuity of the availability of manpower with the skills, abilities and experience according to the needs of the organization. The purpose of human resource planning is to ensure compatibility between workforce and work, both in terms of quantity and quality needed. This process is based on supply and demand in the context of company HR.

The main reason for HR planning is to meet the workforce needs of the company. Calculating the head count in each division and identifying the types of skills needed by the company will help prevent vacancies. Planning also includes the succession of positions. HR can calculate how many employees will retire and prepare replacements, both through internal promotion and recruitment. This includes analysis and evaluation of PKWT employees whose contracts will expire and how HR will make a decision: whether to extend, change to PKWTT, or terminate according to the contract period. Manpower planning allows HR to identify HR and assign personnel to the right positions. People who carry out the right roles in the organization will make workflows and work systems more efficient and effective. For example, filling strategic roles with employees who are competent and have relevant, innovative, and visionary skills will be able to push the company to be more agile in business competition with competitors.



HR planning recognizes the need for skills and competencies, and looks for ways to acquire them, either through internal HR training or recruiting candidates with the skills sought. By fulfilling these needs, the company has superior quality employees who can boost the company's productivity and competitiveness. Productivity increases operating profit and helps accelerate the achievement of organizational goals. Employees who are managed and placed in the right positions and titles will be more engaged in their work. They are not easily bored, have high endurance, feel valued according to their skills, and are more motivated in carrying out their roles. Employees who feel at home tend not to leave their jobs easily, which will reduce employee turnover due to placements that do not match their skills and abilities. Company competition in fighting for great talent is getting tougher nowadays. Companies are more proactive in approaching potential job seekers with recruitment marketing strategies to attract active and passive candidates. HR's tough task is not only to plan the right recruitment strategy in getting top talent, but also to maintain the "best people" in the company so they don't run to competitors. Proper compensation, benefit and reward planning can help increase employee retention and loyalty. HR planning helps companies reduce unnecessary expenses, thereby reducing costs. One budget that often swells is recruitment costs. Cases of employees resigning often make companies have to incur costs beyond the plan to recruit replacements. Planning the right recruitment strategy, including anticipating employee resignations by estimating turnover rate trends, helps reduce the swelling of the company's budget.

### **Human Resource Planning Steps**

According to Supomo (2018: 25), basically the human resource planning process consists of the process of forming recapitulation data for analysis and simulation, the process of procuring human resources (recruitment), and the process of allocating/relocating human resources. The process of forming recapitulation data for analysis and simulation will be processed from existing administrative data to get an overview of the current strength of human resources and also in terms of the availability of these human resources. The process of procuring human resources is the same as collecting biodata, but in a smaller scope and followed by an assessment method/acceptance criteria. The process of allocating/relocating human resources uses existing administrative data, so that information on the need for personnel placement to a more appropriate place can be analyzed.

According to Roberto et al (2022: 11237), HR planning steps begin with setting goals. It stated that organizations need to identify and define their objectives and prepare government documents including budget speeches and other required documents including strategic plans. This is important for understanding government regulations, deciding on an organization's HR priorities and for coping with emerging environmental changes and trends. Then, carry out a workforce analysis to understand the workforce and plan about the required workforce (shortages and excess) with specific skills. and knowledge. There is a need to undergo a workforce analysis. Characteristics such as age, gender, skills, competence, etc. are very important to look at, also some internal factors such as eligibility criteria, vacancies, turnover rates, etc. are important to carry out a workforce analysis. Then do a gap analysis. Where companies are asked to have a success plan for critical positions and understand the importance of acquiring new skills. The next step is to decide HR priorities to help achieve goals. After looking at the results of the gap analysis, some HR priorities have to be decided and a strategy to achieve the desired results has to be developed and has to be recognized by the department. The final step is measuring, monitoring, and reporting progress. When evaluating the progress of a targeted area, monitoring, assessing and presenting HR performance results is essential.

This leads to increased skills, and capabilities of employees and organizational learning to meet future needs and demands.

### **The Importance of Job Analysis in Human Resource Planning**

In order for HRD to be able to manage human resources properly, it needs something called job analysis. Given that over time there are changes in the workforce to accommodate technology and performance methods. The existence of job analysis makes it easier for companies and employees to identify abilities, duties, and responsibilities for certain positions. The analysis will also impact human resources, from the hiring process to determining appropriate compensation. Job analysis or job analyst is an assessment of job positions to determine the competencies needed to perform certain jobs, working conditions, and their impact on other parts of the business. In other words, job analysis is the process of gathering information about duties, responsibilities, required skills, results, and work environment. The results of this job analysis will later help you determine the qualifications, skills and knowledge required by employees to do the job. Making it easier for you to prepare a job description. Not only that, job analysis also influences many things, especially those related to human resources, namely the recruitment process. The analysis provides an overview of the candidate's related physical, emotional and intelligence qualifications required to carry out the job successfully.

Companies need something called job analysis. This is so that the company is able to carry out managerial processes appropriately. Job analysis makes it easier for companies to place someone in the right position. As explained earlier, this analysis process will produce several qualification points or candidate criteria for certain positions. These qualifications can include educational background, age limit, work experience, technical skills, mastery of technology, mastery of language and communication, to physical criteria such as height and eye health. Job analysis can help define the details of a job, including duties, responsibilities and formulate objective key results (OKR) or key performance indicators (KPI). That is, the analysis process can assess whether the employee's performance meets the details of a job or not. If not, you can find out what problems you may be facing and can fix them immediately. Still related to the purpose of job analysis to analyze employee performance. Furthermore, after you find the obstacles faced by employees in certain positions, you can formulate conservative improvement efforts. For example by designing a training program that fits the needs of a particular position. This form of training can be different for each job or position, such as seminars, workshops, bootcamps, and even providing educational scholarships. After carrying out a series of job analysis processes, you will be able to find an achievement that has been achieved by your employees. Those who have a positive performance deserve compensation from the company. There are many forms of compensation that companies can provide based on the job analysis process. For example cash bonuses, salary increases, business trips, to benefits. The amount of the bonus given can vary according to the workload and position. When companies apply job analysis, the company's productivity capabilities will increase. This is the most important thing for a company, because it has an impact on company revenue. When the company's productivity is running well, the company's opportunities to develop are more numerous.

Companies that carry out job analysis will have complete data on various positions in the company and their responsibilities, making it easier to deal with issues related to HR. Problems will also be resolved more quickly. Job analysis helps companies to measure workforce needs. Including determining the skills, qualities and characteristics of employees as a requirement when having to recruit employees. That is, the process of job analysis facilitates the division of labor into different positions. The existence of job

analysis makes it easier for companies and employees to identify abilities, duties, and responsibilities for certain positions. Job analysis also creates a clearer picture of a job. So that data provides knowledge to managers or other leaders who may not understand every position under their leadership. By using job analysis, companies can provide a competency rating of a position or job title. Employers will be able to determine that perhaps certain positions have higher skills than those previously stated. From here the company will be able to set a pay scale for the job. In addition, job analysis will also help companies to determine when an employee deserves a promotion because he has higher competence. Data related to skills required for a job obtained from job analysis can be used by companies to create or update job evaluation methods. Companies can also evaluate job performance realistically and objectively after knowing the skills required for a position. The company can also measure whether an employee has fulfilled the assigned duties and responsibilities properly. From job analysis data, company management can take corrective actions to ensure worker safety and reduce the risk of various hazards that threaten employees. For example, companies working in the chemical industry can determine SOPs based on ISO, procuring personal protective equipment, disaster mitigation measures, to safe raw material processing standards. Job analysis can help formulate a series of HR management rules and guidelines which in turn can avoid disputes between employees. This is because all company rules and policies have been clearly stated through this analysis process. In other words, there will be no fraudulent and toxic actions among fellow workers. When a deficiency is found in an organization, job analysis data will be used as suggestions for improvement. The company will make a new policy by referring to this analysis.

It would be a shame if the company did not carry out a job analysis, because there are several reasons why this job analysis is important. In a workflow, there is a relationship between one job and another. When one of the jobs does not understand how work should be, of course the company's activities will stop and be ineffective. Therefore job analysis is needed to create a smooth flow of work. Sometimes there are employees who do the same work even though their work fields are different. Without realizing it, this will cause a lack of responsibility towards work. So with job analysis, this will be able to be overcome. Job analysis will affect human resources, especially in the recruitment process. Human resources (HR) is important because it determines how the company operates. Awareness of the quality of human resources will help companies face business competition. Basically a company must have qualified human resources. Qualified and skilled human resources are needed to fill the right positions. Therefore job analysis can be a bridge for companies to develop better.

The implementation of job analysis requires several main steps, namely determining the main tasks, activities, behaviors or obligations that must be carried out in certain positions and identifying the knowledge, abilities, skills, and other characteristics needed to carry out the tasks. Knowledge refers to an organized group of information, generally based on facts or procedures that apply directly to functional performance. Capability refers to the demonstration of competence to perform a visible behavior or a behavior that results in a visible product. For example, police officers are required to have the physical ability to detain and examine suspects or the cognitive skills to understand and complete a form of detention. Expertise is a competency to carry out a learning, psychomotor action and can also include manual, verbal or mental data manipulation. In the police example above, they must demonstrate some ability to drive or properly operate and maintain a weapon. While other characteristics include personality factors (attitudes), talents or physical and mental characteristics needed to carry out positions.

## **Implications of Human Resource Planning on Job Analysis**

Companies can make better use of existing human resources within the company. Human resource planning also needs to begin with an inventory of existing human resources within the company. The inventory includes the number of existing employees, various qualifications, years of service of each employee, knowledge and skills possessed, both formal education and job training programs that have been attended, talents that still need to be developed, and employee interests, especially those related to activities outside of work assignments. The results of the inventory are very important, not only in the context of utilizing human resources in carrying out current tasks, but at least related to four interests in the future. This consists of promoting certain employees to fill vacancies for higher positions if due to various reasons a vacancy occurs, increasing the ability to carry out the same task, as well as in the case of a transfer of work area which means a person is assigned to a new location but the nature of the job duties does not change.

Through careful human resource planning, work effectiveness can also be further enhanced if the existing human resources are in accordance with the company's needs. Standard Operating Procedures (SOP) as work guidelines that have been owned which include: a conducive working atmosphere, work tools in accordance with the duties of each human resource are available, there is guarantee of work safety, all systems have been running well, functions can be implemented properly the organization and placement of human resources has been calculated based on needs and workload. Productivity can be further increased if you have data about knowledge, work, training that has been attended by human resources. By involving employees in various education and training, it will encourage employees to increase their work productivity. Through education and training you can improve the capabilities and skills of human resources followed by an increase in work discipline which will result in something more professional in handling work that is directly related to the interests of the company. Human resource planning is related to determining future workforce needs, both in terms of numbers and qualifications to fill various positions and carry out various new activities in the future. One aspect of human resource management that is increasingly important today is the handling of employment information. The availability of fast and accurate information is increasingly important for companies, especially companies that have a large number of human resources with branches spread across various places (both domestically and abroad). The existence of this information will make it easier for management to carry out human resource planning (Human Resources Information) based on advanced technology which is an unavoidable necessity in an era of fast-paced change.

As has been understood, one of the preliminary activities in planning, including human resource planning, is research. Based on the materials obtained and the research conducted for the purposes of human resource planning, a correct understanding of the situation on the labor market will arise in terms of the demand for labor users for labor in terms of quantity, type, qualification and location. As well as the number of job seekers along with areas of expertise, skills, professional background, level of wages or salaries and so on. Such understanding is important because the form of the plan drawn up can be adapted to the situation of the labor market. The human resource plan is the basis for compiling a work program for work units that handle human resources within the company. One aspect of the work program is the procurement of new employees to strengthen the existing workforce in order to increase the company's ability to achieve its goals and objectives. Without human resource planning, it is difficult to develop realistic work programs. Know the labor market. The job market is a source for finding potential human resource candidates to be accepted (recruiting) within the company. With the existence of



human resource planning data in addition to making it easier to find candidates that fit the needs, it can also be used to help other companies that need human resources. Reference in compiling human resource development programs. Human resource planning can be used as a reference contribution, but can also come from other sources. Having complete data on the potential of human resources will make it easier to develop programs that are more mature and more accountable. Based on these matters, it can be seen that the benefits of human resource planning in a company are very important, for the smooth running and achievement of company goals.

## **E. CONCLUSIONS AND SUGGESTIONS**

Human resource planning is strongly influenced by various factors both originating from within the organization itself (internal) and both originating from the organizational environment (external). Benefits and planning objectives will provide positive values for the interests of an organization or a company. HR planning as an activity is a process of how to meet current and future workforce needs for an organization. In meeting the needs of today's manpower planning, the HR process means efforts to fill/cover labor shortages both in quantity and quality. In planning there are also procedures, planning requirements and constraints encountered in the planning process. Human resource planning is very important in a company. Good human resource planning will determine the progress of a company. So it is better if the existing human resources can be used properly so as to improve the quality of the company. As well as the vision and mission of HR must be in line with the vision and mission of the company and the company can properly procure employees.

One of the important factors affecting the competitiveness of an organization and its success in achieving its goals is the human resource factor. Therefore, good HR planning is needed. HR planning is carried out by management to ensure that the organization has human resources with adequate quality and quantity. To be able to develop a good HR plan, in determining the needs and targets that need to be achieved by an organization in relation to its human resources, management needs to pay attention to various existing factors, both internal and external factors. Human resource management programs that can create reliable and competent human resources are forecasting and auditing, selecting human resources that can still be maintained, recruiting new human resources, and developing human resources through planning programs that can develop skills such as training, seminars, workshops/seminars, cross-training, as well as efforts to increase a sense of togetherness. Job analysis/ job analysis (job analysis) as part of human resource management in an organization is the determination of the contents of a position (job content) which includes duties, responsibilities, authorities, working conditions, education, skills, abilities, work experience, and relationships with other positions in the organization, as well as the job specifications needed by an employee to be able to carry out the job duties in the position he holds properly. Job analysis must be carried out by analyzing aspects of work implementation activities regarding what is actually done by the position holder, and aspects of the requirements of the position holder regarding the conditions that must be met by the position holder in order to carry out his duties and work properly. To analyze these two aspects, information such as job information, job specifications, behavior, required equipment, performance standards, and work context are needed.

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