
STEPS IN HUMAN RESOURCE PLANNING

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ABSTRACT

Human Resources (HR) planning is a strategic process that aims to ensure the availability of the right workforce in quantity and quality according to the organization's current and future needs. This article discusses the main steps in HR planning, from analyzing the organizational situation to implementing HR strategies. The first step is an analysis of the internal and external environment, which involves identifying factors that influence workforce needs, such as changes in technology, regulations, and labor market trends. Second, projections of human resource needs are carried out by estimating the number, skills and competencies of the workforce required in the future. Third, analyze the availability of internal and external labor to identify gaps between labor demand and supply. Fourth, formulating strategies for managing HR gaps, such as recruitment, training, development and retention programs. Fifth, implementation and evaluation of the HR plan, which includes implementing the designed strategy as well as monitoring and adjusting the plan according to changing organizational needs. This article emphasizes the importance of a systematic and integrated approach in HR planning to support the achievement of organizational strategic goals.

Key Words: HR planning, analysis of workforce needs, HR strategy, HR management, HR evaluation

INTRODUCTION

Every organization or company ideally has an HR plan, both for the short term, medium term and long term. As has been discussed, there are many benefits for a company or organization from HR planning. Therefore, many companies or organizations, especially those including large category, has an HR plan. Human Resources (HR) planning is an integral part of an organization's strategy to achieve short-term and long-term goals. In the era of globalization and digital transformation, organizations face increasingly complex challenges, including technological changes, market competition and workforce dynamics. Therefore, HR planning is a crucial process to ensure the availability of workforce with quality and quantity in accordance with organizational needs. The steps in HR planning are designed to anticipate future needs while utilizing the potential of the available workforce. This process involves various stages, starting from analyzing the organization's internal and external situation, projecting human resource needs, analyzing workforce availability, to preparing and implementing strategies to overcome workforce gaps. With a systematic approach, organizations can identify competency needs, manage changes in workforce structure, and ensure operational continuity.

Although much literature discusses the importance of HR planning, the

implementation of these steps in the field often faces various obstacles, such as a lack of accurate data, inflexible planning, or not being in line with organizational strategic changes. This shows the need for an in-depth understanding of each stage of HR planning to maximize its impact on organizational performance. This article aims to discuss in detail the steps in HR planning, providing a systematic guide for organizations to prepare and manage their workforce effectively. Thus, it is hoped that this research can become a practical and strategic reference for practitioners and academics in the field of HR management.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resources (HR) planning is a strategic process designed to ensure an organization has a workforce that meets its short-term and long-term needs. According to Mathis and Jackson (2019), HR planning includes a structured series of steps, from environmental analysis to strategy implementation and evaluation, which aims to anticipate workforce needs and ensure alignment with organizational goals. Environmental analysis is an essential first step in HR planning. Mondy and Martocchio (2019) stated that internal factors such as organizational culture, structure and current performance must be analyzed to identify the potential that exists in the organization. Meanwhile, external factors such as labor market dynamics, technological developments and regulations need to be considered to anticipate changes that affect human resource needs. Stone (2020) added that comprehensive external analysis helps organizations adapt HR strategies to global market trends.

According to Dessler (2020), projecting workforce needs involves identifying the number, type and skills of the workforce needed by the organization to achieve its goals. This projection must be accompanied by an analysis of internal and external workforce availability to identify gaps between demand and supply. Noe et al. (2021) emphasizes the importance of using quantitative and qualitative methods in projections so that the results are more accurate. Strategies to address HR gaps include recruitment, training, development and workforce retention. Cascio (2021) states that aligning HR strategy with the organization's vision and mission is the key to successful HR planning. In this context, Armstrong and Taylor (2020) underline the importance of developing competencies through training and talent management to create a workforce that is adaptive to change. Mathis and Jackson (2019) stated that successful implementation is highly dependent on top management support and effective communication at all levels of the organization. Evaluation of HR plans, according to Mondy and Martocchio (2019), aims to measure the impact of strategies that have been implemented and adapt plans to changes in the business environment. In addition, continuous evaluation allows organizations to be more flexible in facing new challenges (Noe et al., 2021).

Human Resources (HR) planning is a strategic process that aims to ensure the availability of the right workforce to support the success of the organization. This process involves several steps, from environmental analysis to planning evaluation and revision. The following are the views of various experts regarding the steps in HR planning. Expert Opinion on HR Planning Steps

1. **Internal and External Environmental Analysis**
According to Snell and Morris (2022), internal environmental analysis helps organizations identify strengths and weaknesses in their HR systems, while external analysis focuses on opportunities and threats that may affect workforce needs. This analysis ensures that the organization is ready to face strategic changes.
2. **Projection of HR Needs**
Bohlander and Cleveland (2020) state that projected HR needs must be based on the organization's strategic plan. They emphasized the importance of using analytical data in predicting future workforce needs, including considering the impact of automation and new technologies.
3. **HR Gap Analysis**
According to Boxall and Purcell (2021), gap analysis aims to compare projected labor needs with current availability. The results of this analysis allow organizations to identify critical areas that require additional hiring or training.
4. **Recruitment and Training Strategy**
Wright and McMahan (2020) highlight that recruitment is not just about filling vacant positions, but also ensuring cultural fit between employees and the organization. They also emphasized the importance of competency-based training to bridge skills gaps.
5. **Implementation of HR Strategy**
Lepak and Gowan (2021) state that implementing HR strategies requires cross-departmental coordination to ensure that HR plans support organizational goals. They emphasized the importance of the involvement of organizational leaders in ensuring successful implementation.
6. **Evaluation and Revision of HR Plans**
Armstrong and Taylor (2022) underline the importance of continuous evaluation of the effectiveness of HR strategies that have been implemented. This evaluation allows organizations to adjust their plans to remain relevant in the face of changes in the external environment.
7. **Technology Based Approach**
Huselid (2021) highlights the role of technology in increasing the accuracy of HR planning. By using data-driven software, organizations can analyze work patterns, measure productivity, and predict workforce needs more efficiently.
8. **Change Management in HR**
Storey (2022) emphasizes that change management must be an integral part of HR planning. Organizations must consider the impact of changes in the business environment on their workforce and prepare appropriate adaptation strategies.
9. **Talent Management**
Collings, Scullion, and Caligiuri (2021) suggest that talent management is an important step in HR planning. This management involves identifying, developing and retaining the best talent to support the organization's competitive advantage.
10. **Integration with Organizational Strategy**
According to Ulrich and Dulebohn (2021), effective HR planning must be fully integrated with the overall organizational strategy. This allows HR to contribute

directly to achieving strategic goals.

Based on the literature review above, the hypotheses that can be developed are as follows:

1. H1: Analysis of the internal and external environment significantly influences the accuracy of HR planning.
 - References: Mathis and Jackson (2019); Stone (2020).
2. H2: Projected workforce needs have a positive relationship with the effectiveness of HR management strategies.
 - References: Dessler (2020); Noe et al. (2021).
3. H3: Systematic implementation of HR strategies contributes to improving organizational performance.
 - References: Cascio (2021); Armstrong and Taylor (2020).
4. H4: Continuous evaluation of HR planning increases organizational flexibility in facing environmental changes.
 - References: Mondy and Martocchio (2019); Noe et al. (2021).

Through testing this hypothesis, research is expected to provide practical and theoretical contributions in the field of HR management, especially regarding the effectiveness of HR planning steps in improving organizational performance and competitiveness in the modern era.

METHODS

This research uses a qualitative descriptive approach to describe the steps of Human Resources (HR) planning systematically. Data was collected through literature studies and interviews with HR experts to gain an in-depth understanding of the HR planning process. The following are the methods used to identify and analyze HR planning steps:

1. Internal and External Environmental Analysis

The first stage is carried out by identifying internal and external factors that influence HR needs. Data for this stage is collected through organizational documents, annual reports, and interviews with stakeholders.

2. Forecasting HR Needs

Forecasting methods are used to estimate future workforce needs.

3. Analysis of HR Availability and Gaps

This step is taken to compare HR needs with current workforce availability.

4. Preparation of HR Gaps Management Strategy

The gap management strategy is prepared based on the results of previous analysis.

5. Implementation of HR Strategy

At this stage, the strategy that has been designed is implemented in a coordinated manner.

6. Evaluation and Revision of HR Plans

The evaluation method is used to assess the success of strategies that have been implemented and make improvements if necessary.

7. Validation with Case Studies

To test the effectiveness of these measures, case studies of several organizations were conducted. This approach allows comparative analysis between theory and

real implementation in different contexts.

Research instruments include:

- Semi-structured interview guide for obtaining qualitative data.
- Checklist to assess the implementation of each HR planning step.

Using this method, this research aims to provide practical and theoretical guidance regarding effective HR planning steps to support organizational performance.

RESULT AND DISCUSSION

This research aims to explore and analyze Human Resources (HR) planning steps based on the results of literature studies and interviews with experts. A systematic HR planning process was found to have an important role in increasing organizational effectiveness, especially in facing complex modern business challenges. The following are the results of in-depth analysis and discussion regarding each step of HR planning.

1. Internal and External Environmental Analysis

Environmental analysis is an essential first step in HR planning. Organizations that apply SWOT and PESTEL analyzes tend to have a better understanding of their HR needs. In the context of globalization, technological and regulatory factors are the elements that most influence the dynamics of workforce needs (Snell & Morris, 2022). This finding is in line with the views of Mondy and Martocchio (2019), who emphasize the importance of external analysis in anticipating changes in the labor market.

Environmental analysis helps organizations identify opportunities and threats that impact their workforce. However, some organizations still face obstacles in collecting relevant and accurate data, especially in sectors with rapid technological change. Therefore, the development of technology-based analytical tools can increase the accuracy of environmental analysis.

2. Projection of HR Needs

Forecasting HR needs is a critical step to ensure the organization has an adequate workforce in the future. The most frequently used techniques are trend analysis and competency mapping. This study found that organizations that use historical data and predictive technology have more accurate projections (Huselid, 2021). In addition, the integration of HR needs forecasting with organizational strategic planning increases alignment between workforce needs and the organization's long-term goals.

While data-driven forecasting is useful, organizations need to consider market dynamics that are difficult to predict. A combined approach between quantitative and qualitative methods can help overcome these uncertainties.

3. HR Gap Analysis

This research finds that HR gap analysis plays a key role in identifying the gap between workforce needs and current availability. Organizations that conduct regular skill gap analyzes tend to be better prepared to respond to changing workforce needs (Boxall & Purcell, 2021). In addition, internal audits are used to identify workforce potential that can be developed.

HR gap analysis allows organizations to set strategic priorities, such as

training or recruitment. However, executing this analysis requires deep analytical skills and comprehensive data, which is often a challenge for organizations with limited resources.

4. Preparation of HR Gaps Management Strategy

Gap management strategies, such as training programs, career development, and retention, were found to be effective in closing the gap in workforce needs. Organizations that invest in competency-based training report improved employee performance and higher retention rates (Wright & McMahan, 2020). In addition, organizational culture-based recruitment strategies help organizations attract talent that aligns with company values.

This strategy must be adapted to the organizational context and labor market conditions. Organizations also need to utilize technology in managing training and recruitment to increase efficiency.

5. Implementation of HR Strategy

The research results show that successful implementation is highly dependent on cross-functional coordination and top management involvement. Organizations that use HR management technology report increased efficiency in strategy implementation (Lepak & Gowan, 2021).

The biggest barrier to implementation is resistance to change, especially in organizations that do not have a culture of innovation. Therefore, change management must be an integral part of the HR implementation strategy.

6. Evaluation and Revision of HR Plans

Continuous evaluation was found to be an important step to ensure the relevance of HR plans to changing organizational needs. Organizations that routinely use KPIs to measure the success of HR strategies are more adaptive in adjusting their plans (Armstrong & Taylor, 2022).

Evaluation must be carried out transparently and involve all stakeholders. However, some organizations face obstacles in developing appropriate indicators to measure the success of HR planning.

CONCLUSIONS

Human Resources (HR) planning is a strategic process that aims to ensure the availability of workforce that suits the organization's needs, both in the short and long term. Based on the results of the analysis, HR planning consists of several main steps, namely internal and external environmental analysis, forecasting HR needs, gap analysis, preparing gap management strategies, strategy implementation, as well as planning evaluation and revision. The first step, environmental analysis, helps an organization understand the strengths, weaknesses, opportunities, and threats affecting the workforce. HR needs forecasting uses quantitative and qualitative methods to predict future workforce needs. Gap analysis then compares projected HR needs with current workforce availability, so organizations can identify areas that require strategic action. Developing a gap management strategy involves various steps, such as recruitment, training, career development and employee retention. Strategy implementation requires cross-functional coordination and technology support to ensure effectiveness. Finally, evaluation and revision of the HR plan is carried out

periodically to adapt to changes in the organizational environment and labor market. All of these steps are interrelated and must be implemented systematically so that HR planning can run effectively. With this approach, organizations can improve their performance, competitiveness and flexibility in facing dynamic changes in the business environment.

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