

## Human Resource Planning (HRP): A Theoretical Study

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### Abstrak

Penelitian ini bertujuan untuk mengkaji secara mendalam konsep, proses, dan manfaat perencanaan sumber daya manusia (SDM) dalam organisasi. Dengan menggunakan metode studi pustaka yang bersifat kualitatif, penelitian ini mengumpulkan dan menganalisis berbagai sumber literatur seperti buku teks, jurnal ilmiah, dan artikel penelitian. Hasil penelitian menunjukkan bahwa perencanaan SDM merupakan proses strategis yang melibatkan analisis kebutuhan tenaga kerja, peramalan permintaan dan penawaran, analisis ketersediaan, penyusunan rencana tindakan, serta evaluasi dan pengendalian. Perencanaan SDM yang efektif membantu organisasi menyesuaikan kebutuhan tenaga kerja dengan kompetensi yang diperlukan, mengoptimalkan produktivitas, serta meningkatkan daya saing di tengah perubahan lingkungan bisnis yang dinamis. Dengan demikian, perencanaan SDM tidak hanya berfungsi sebagai alat administratif, tetapi juga menjadi instrumen strategis dalam mencapai tujuan jangka panjang organisasi.

**Kata Kunci:** Perencanaan SDM, Analisis Kebutuhan, Strategi Organisasi, Efisiensi, Daya Saing

### Abstract

*This study aims to explore in depth the concept, process, and benefits of human resource planning (HRP) within organizations. Using a qualitative literature review method, this research collects and analyzes various sources such as textbooks, academic journals, and research articles. The results show that HR planning is a strategic process involving labor needs analysis, demand and supply forecasting, availability assessment, action plan formulation, and evaluation and control. Effective HR planning enables organizations to align workforce needs with required competencies, optimize productivity, and enhance competitiveness amid dynamic business changes. Therefore, HR planning serves not only as an administrative tool but also as a strategic instrument to achieve the organization's long-term goals.*

**Keywords:** Human Resource Planning, Needs Analysis, Organizational Strategy, Efficiency, Competitiveness

## **Introduction**

The importance of Human Resources (HR) planning in organizations, both in the public and private sectors, is crucial to ensuring the availability of a workforce that is adequate in quantity, quality, and competency to meet the organization's needs. HR planning helps identify workforce needs, anticipate changes in the work environment, and align organizational needs with business strategies or public services. In the context of globalization, technological change, and current labor market dynamics, HR planning must be adaptive so that organizations can increase productivity, employee retention, and competitiveness in a competitive marketplace (Juni et al., 2024). In the public sector, HR planning is crucial to ensuring optimal, transparent, and accountable public services. Public organizations must plan for appropriate workforce needs to effectively implement social programs and administration for the welfare of the public. The main challenge in the public sector is building a conducive organizational culture and work climate and strengthening managerial values to support the effectiveness of HR planning. This impacts service quality and increases bureaucratic competitiveness (Nurayuwangi, 2024).

Globalization brings increasingly fierce competition and constantly changing skills requirements. Rapid technological changes require organizations to adapt to digital trends and HR management transformations, such as the use of HR management software, e-learning, and data analytics for more targeted and efficient employee development. Employees must also be equipped with the skills to keep up with technological developments to keep the organization afloat. Technology enables the automation of administrative processes, allowing HR to focus more on employee development strategies (Debby Lim, 2023).

HR planning must take into account labor market dynamics, including demographic changes, skill demand patterns, and industry trends. By analyzing labor market trends, organizations can forecast future HR needs and adjust recruitment and development strategies to be more adaptive and proactive in addressing challenges and capitalizing on job market opportunities (Melati et al., 2024). Human resource (HRM) planning is a strategic process aimed at ensuring the availability of a workforce that is appropriate in number and quality, aligned with

the organization's needs. Human resource planning is crucial for improving organizational effectiveness, efficiency, and competitiveness, particularly in the face of the challenges of globalization and technological advancement. Human resource planning must also be flexible to adapt to labor market dynamics (Aji & Aravik, 2023).

Human resource planning is a strategic process undertaken by organizations to ensure the availability of the appropriate number, skills, and competencies of the workforce to achieve the organization's short- and long-term goals. This process involves analyzing workforce needs, identifying gaps, and developing strategies for recruitment, development, and optimal utilization of human resources. With a systematic approach, human resource planning supports organizational sustainability amidst changes in the business and technological environment (Eni Nuraeni, 2025).

Human resource planning is important because it helps organizations align human resource needs with employee qualifications and motivation, thereby creating operational efficiency and effectiveness. Furthermore, human resource planning helps organizations anticipate changes in the internal and external environment and reduce the risk of labor shortages or excesses that could be detrimental to the organization. This supports the organization's long-term success and competitiveness (Juni et al., 2024).

The human resource planning process involves several stages:

- 1) Human resource needs analysis: Identifying the number, types of skills, and quality of human resources needed and forecasting future needs.
- 2) Human resource analysis: Assessing the availability of internal and external human resources and potential recruitment sources.
- 3) HR planning: Developing strategies for recruitment, development, and management of human resources to meet the organization's needs.

- 4) Implementation and evaluation: Implementing the HR plan and conducting evaluations and adjustments according to changing organizational and environmental conditions (Juni et al., 2024).

Human resource (HRM) planning is a strategic process that is crucial for ensuring that the organization has a workforce with the right quality, number, and competencies to achieve its short-term and long-term goals. The HRM planning process includes stages such as needs analysis, assessment of available resources, strategy development, implementation, and evaluation. HRM planning helps organizations optimize the utilization of their resources.

The purpose of this paper is to explain the concept, process, and benefits of human resource planning in improving organizational effectiveness. Human resource planning is a strategic step that not only ensures the availability of the right workforce in quantity and quality but also plays a role in aligning organizational goals with employee needs. With a clear understanding of the concept and process of human resource planning, organizations can improve operational efficiency, productivity, and competitiveness in a rapidly changing business environment (Juni et al., 2024).

Human resource planning provides important benefits to organizations, including increasing employee productivity, supporting career development, and helping organizations adapt to changes in the external and internal environment. With careful planning, organizations can minimize the risk of labor shortages or excesses, improve the quality of services and products, and create a work environment conducive to innovation and employee satisfaction (Achievment et al., 2020).

The concept of human resource planning includes analyzing workforce needs, evaluating existing resources, and developing strategies to optimally meet those needs. The process involves needs analysis, resource evaluation, planning, and ongoing implementation and evaluation. This systematic approach helps organizations anticipate changes and respond to human resource needs in a timely manner (Juni et al., 2024).

## Theoretical Review

### a. Definition of Human Resource Planning

Handoko (2017) explains that human resource planning is a series of activities carried out to anticipate future business demands and environmental changes within an organization and to meet the workforce needs arising from these conditions. More narrowly, human resource planning means systematically estimating the organization's future workforce demand and supply (Indriani, 2022).

According to Hasibuan, human resource planning is the process of determining the number and type of workforce required by an organization within a specific time period so that the organization can carry out its functions effectively and efficiently.

This planning involves projecting workforce needs in line with the organization's goals and strategies. (Hasibuan's specific source for this search was not directly found, but this definition aligns with general human resource management literature). Dessler defines human resource planning as the process of ensuring an organization has a sufficient number of employees with the right skills at the right time. This process includes estimating human resource needs, analyzing job availability, and developing strategies to meet those needs.

"Human resource planning is the process that ensures the organization has the right number of people, with the right skills, at the right time." (Dessler, 2020) (General source: Dessler's Human Resource Management book, a widely used general reference).

Based on the expert opinions above, it can be concluded that human resource (HRP) planning is a systematic process aimed at ensuring that an organization has the right number of workers with the appropriate qualifications and skills to meet its needs. HR planning also includes consideration of workforce availability, environmental changes, and organizational strategy (Ishak, et.al, 2025).

## **b. Objectives of Human Resource Planning**

The objective of human resource (HRP) planning is to ensure that the organization has the appropriate quantity, quality, and placement of human resources to meet its needs in order to achieve operational effectiveness and efficiency.

In more detail, the objectives of HRP planning include aligning organizational needs with employee qualifications and motivations, identifying current and future workforce needs, anticipating environmental changes, and developing HRP strategies that optimally support the achievement of organizational goals (Juni et al., 2024).

Furthermore, HRP planning aims to improve operational effectiveness and efficiency, reduce the risk of workforce shortages, and ensure the appropriate placement of employees according to their competencies and organizational needs. With sound HRP planning, organizations can optimize employee potential, thereby improving productivity and performance (Juni et al., 2024).

HRP planning is a strategic process aimed at ensuring that organizations have the appropriate workforce in terms of quantity, quality, and placement to achieve operational effectiveness and efficiency.

Thorough HR planning enables organizations to anticipate environmental changes, align workforce needs with employee qualifications and motivations, and develop strategies to support the achievement of the organization's primary goals.

## **c. Principles and Functions of Human Resource Planning**

The principle of efficiency in human resource planning emphasizes the importance of using human resources economically and appropriately to avoid wasting labor or costs. Meanwhile, the principle of effectiveness ensures that planning activities produce human resources that meet the organization's needs, thus optimally achieving organizational goals. By combining the principles of efficiency and effectiveness, organizations can maximize productivity without sacrificing quality (Achievement et al., 2020).

Continuity in human resource planning refers to the ongoing and adaptive implementation of human resource plans to changes in the organization's internal

and external conditions. This is crucial so that organizations can continue to meet future workforce needs without disruption and remain prepared for dynamic changes in the labor market and technology (Helmiyatun, S.Pd. et al., 2021).

The principle of flexibility emphasizes that human resource planning must be able to adapt to changing conditions and not be rigid. Organizations need flexible plans to address various challenges such as technological changes, government policies, and labor market dynamics to effectively meet their human resource needs (Suherman & Firmansyah, 2024).

The primary function of human resource planning is to improve organizational effectiveness and efficiency by managing the right workforce in the right quantity, at the right time, and with the right quality. Human resource planning also facilitates strategic decision-making regarding employee recruitment, training, development, and placement, enabling the organization to optimally achieve its business goals (Indriani, 2022).

To ensure the availability of a workforce that meets the company's needs, a crucial strategic process is human resource (HRP) planning. Human resource planning is based on the principles of efficiency, effectiveness, sustainability, and flexibility. By implementing human resource planning functions, which include managing the quantity, quality, and timing of workforce placement, organizations can increase productivity while maintaining operational sustainability. Therefore, HR planning is not only a managerial tool but is also crucial for achieving a company's strategic goals in a competitive and sustainable manner.

#### **d. Relationship of Human Resource Planning with Other Management Functions**

The relationship between human resource (HRM) planning and other management functions such as recruitment, selection, training, and development is

very close and mutually supportive. HRM planning serves as a strategic basis that determines the quantity and quality of the workforce needed, enabling other HRM management functions to run effectively and efficiently.

HRM planning helps identify specific workforce needs, both in terms of quantity and skills. This information serves as a guide for the recruitment process, which seeks candidates who meet the organization's needs. Selection is then carried out to ensure that the recruited individuals truly meet the planned qualifications. Without careful planning, recruitment and selection can be unfocused and suboptimal (Juni et al., 2024).

After the workforce has been recruited and selected, HRM planning also serves as a reference in determining the training and development programs needed to close skills and competency gaps. With systematic planning, organizations can design targeted training programs to improve employee skills in line with business strategy needs and technological developments (Juni et al., 2024).

Other human resource management functions, such as recruitment, selection, training, and development, are highly dependent on human resource planning. Appropriate human resource planning enables organizations to determine the quantity and quality of workforce needs, thus making the recruitment and selection process more focused. Human resource planning also forms the basis for creating training and development programs to meet business strategy needs and technological advancements. Therefore, human resource planning is not merely an administrative activity; it is also a strategic step to ensure that the company has high-quality human resources ready to face future challenges.

## **Research Method**

This research uses a qualitative literature review approach to examine the concept, process, and benefits of human resource (HRM) planning through a variety of credible literature. This method allows researchers to explore theories and empirical findings from HR management textbooks, scientific journals, research articles, and relevant official documents. Data was collected systematically through searches of academic databases and digital libraries to obtain the most recent and valid sources. All collected data is secondary data that comprehensively discusses

key aspects of HR planning.

Data analysis was conducted descriptively using a theoretical approach through the process of reducing, categorizing, and presenting relevant information from diverse literature. This approach not only builds a structured understanding of the concept and mechanisms of HR planning but also integrates various interrelated theories. By comparing the results of previous studies, this research identifies conceptual gaps and opportunities for improving HR planning practices. The result is a richer synthesis of knowledge, providing a theoretical foundation while opening up opportunities for innovation in HR management studies and practices.

The use of a literature review method was chosen due to time constraints and field access, as well as the consideration that the field of HR management is rapidly evolving and highly dependent on literature updates. Through this method, the research is able to present a theoretical and practical overview of HR planning strategies in response to organizational dynamics and changes in the work environment. Overall, this method provides a strong foundation for further research development and more effective managerial implementation in the future.

## Results and Discussion

### a. Analysis of the organization's situation and needs

The human resource (HRM) planning process begins with an analysis of the organization's situation and needs, a crucial step to ensure the availability of an appropriate workforce in both quantity and quality. This stage includes collecting and evaluating internal data on the existing human resource situation—from skills and competencies to workforce numbers—as well as examining external factors such as technological developments, labor market dynamics, government policies, and economic conditions. A JUBIMA article explains that this process includes

identifying skills needs, evaluating human resource strengths and weaknesses, and projecting workforce needs that align with the organization's strategic plan. Both internal and external factors must be considered to ensure accurate and relevant HR needs predictions reflect real-world conditions (Juni et al., 2024).

The situation analysis stage also involves forecasting HR needs through scientific methods such as forecasting and trend analysis, allowing organizations to anticipate changes in workforce needs in the short and long term. This forecasting technique helps mitigate the risk of imbalances between human resource demand and supply, which often lead to organizational inefficiencies. The *Stiepii Journal* emphasizes that HR needs analysis is a strategic process that must be carried out systematically because it serves to identify the opportunities and challenges an organization may face in providing a competent workforce in the future (Eni Nuraeni, 2025). With this approach, organizations can assess HR readiness and determine development priorities based on constantly changing environmental challenges.

Furthermore, organizational needs analysis serves as the basis for aligning HR strategies with business strategies, ensuring that the planned workforce can support the organization's productivity and competitiveness. This analysis should also include identifying the potential and limitations of internal resources, as well as opportunities to utilize external resources. Research in the *JIU journal* emphasizes the importance of workforce audits and competency gap analyses to determine HR development needs and fill vacant or soon-to-be vacant positions (Dimpudus, 2009). With a comprehensive understanding of future situations and needs, organizations can develop effective, efficient, and adaptive HR strategies. Ultimately, analysis of organizational situations and needs serves as the primary foundation for sustainable and modern HR planning, ensuring the availability of the right number of competent and timely human resources to support the achievement of organizational goals (Juni et al., 2024).

b. Forecasting labor requirements

Forecasting workforce needs is a crucial stage in HR planning because it projects the number and type of workforce needed in the future to enable an

organization to achieve its operational and strategic targets. This stage is conducted through historical data analysis and the application of quantitative methods, including moving averages and regression (Zamzam & Aravik, 2016). An article from Telkom University emphasizes that forecasting must be conducted systematically, considering both internal and external factors. The time series approach is one of the most commonly used methods to identify trends, seasonal patterns, and economic cycles that influence future workforce needs (Kamaruddin et al., n.d.). This process also includes identifying factors that determine workforce needs, such as technological change, business growth, organizational structure transformation, and the need for new competencies.

Combination forecasting techniques are often used to improve prediction accuracy by integrating various statistical approaches. In addition to internal factors, workforce needs forecasting must take into account labor market conditions, government policies, and industry trends to ensure that predictions are not only quantitatively robust but also relevant within the context of the organization's external environment. A study from Sultan Agung University shows that long-term forecasting based on input-output models and economic trend analysis can provide a more comprehensive picture of large-scale and sustainable workforce needs, because these models analyze the causal relationships between industrial sectors and the labor market (Nenny Ika Putri Simarmata, Delyana R Pulungan et al., 2021).

In strategic practice, workforce demand forecasting based on historical data, trend analysis, and economic models serves as a crucial basis for decision-making regarding future recruitment, training, and human resource development. This process enables organizations to proactively adjust the size and type of their workforce based on internal and external dynamics. Thus, workforce demand forecasting serves as a key foundation in modern HR planning, helping

organizations achieve workforce competency and capacity readiness aligned with changes in the business environment. Existing sources emphasize the importance of using quantitative forecasting techniques to produce accurate and strategic workforce projections (Kamaruddin et al., n.d.).

c. Labor availability analysis

A workforce availability analysis is a crucial step in HR planning because it assesses the presence, capacity, and quality of an organization's current workforce. This step is carried out to determine the extent to which internal resources are able to meet the workforce needs projected through previous forecasts. This analysis identifies gaps between the number, competency, and quality of available human resources and the organization's needs. JUBIMA (2024) explains that this stage includes an evaluation of the existing workforce, their skills and competencies, and the potential for utilizing human resources from outside the organization. Based on this analysis, the organization can determine whether it is more appropriate to conduct external recruitment or implement internal development programs to address existing gaps (Juni et al., 2024). Marselina (2024) adds that a workforce availability analysis typically includes a human resource inventory and competency audit, as well as mapping skills, experience, and development potential as a basis for developing a strategy for filling positions through internal recruitment, training, or promotions (Marselina et al., 2025).

In addition to internal assessments, a workforce availability analysis must also consider external factors such as labor market conditions, the economic situation, and demographic trends that influence the supply of human resources. This integration of internal and external analysis produces a more comprehensive and accurate picture for HR planning. In practice, this analysis utilizes HR inventory data, HR information systems (HRIS), and competency surveys to clearly describe the workforce profile, enabling management to develop appropriate and efficient strategic steps. Therefore, workforce availability analysis is a crucial process in ensuring the availability of human resources that meet the organization's current and future needs. References emphasize that this stage is an integral part of strategic and effective HR planning (Juni et al., 2024).

d. Preparation of action plans (recruitment, training, etc.)

Developing an action plan is a strategic step in HR planning that translates the results of the workforce needs and availability analysis into concrete steps such as recruitment, selection, training, development, and placement. This stage focuses on meeting HR needs effectively and efficiently by referring to a workforce gap analysis. Sarkawi (2020) emphasized that action plans must be developed based on a gap analysis to determine recruitment programs, training, and retention strategies to retain a workforce that is valuable to the organization (Achievment et al., 2020). Antje Bertha Dimpudus (2009) added that developing an action plan also includes re-evaluating the existing workforce, determining which employees need to be retained or replaced, and planning to fill vacant positions based on required competencies and qualifications. All of these must align with business strategy and the dynamics of the external environment (Dimpudus, 2009).

Research in the *Tambusai Education Journal* (2022) emphasizes that action plans need to be accompanied by scheduling, resource organization, and monitoring and evaluation mechanisms to ensure all HR programs run according to targets and deliver optimal results (Roberto et al., 2022). Thus, developing an action plan serves as a crucial link between the planning process and actual implementation, ensuring the organization has the appropriate workforce in terms of capacity and capability to support goal achievement and address dynamic work environment changes (Aravik, et.al, 2025). All of these references demonstrate that developing an action plan must be carried out systematically, comprehensively, and measurably as an integral part of effective HR planning.

e. Evaluation and control of HR plans

Evaluation and control are the final stages in the human resource (HRM) planning process, ensuring that all programs are running according to the

established direction. Evaluation is conducted to assess the effectiveness, efficiency, and economy of the HRM plan's implementation, while also detecting deviations so that corrective action can be taken promptly. According to Ramadhan (2017), this process can be accomplished through an HRM audit, which includes assessing program effectiveness, monitoring budget utilization, and compliance with applicable policies. This audit provides a basis for management to assess HRM performance and develop recommendations for continuous improvement (Ramadhan, 2017).

Dimpudus (2009) adds that HRM planning control is necessary to direct HRM activities to align with plans and enable early detection of obstacles that could potentially impact goal achievement. This effort requires clear HRM performance indicators so that the evaluation process can be conducted objectively and produce accurate data for decision-making (Dimpudus, 2009). Furthermore, evaluation not only assesses output but also considers the implementation process and the long-term impact of HRM programs on organizational productivity and performance. Simamora (2001) emphasized that evaluation must be conducted periodically and systematically to remain relevant to the dynamic needs of the organization (Ramadhan, 2017). Overall, evaluation and control of HR plans are crucial mechanisms linking planning to implementation on the ground. These activities help organizations maintain the quality of HR management, improve resource efficiency, and ensure the sustainable achievement of strategic goals. Existing literature confirms that without adequate evaluation and control, HR planning risks not producing optimal benefits and can even lead to wasted resources and failure to achieve organizational goals (Dimpudus, 2009).

## **Conclusion**

Human resource planning is a strategic element that determines organizational success because it ensures the availability of an appropriate workforce in terms of quantity, time, and competency. Through a systematic process encompassing needs analysis, forecasting, and evaluation, organizations are able to anticipate environmental dynamics and adapt HR policies adaptively. Various studies have shown that well-designed HR planning can improve organizational

efficiency, productivity, and long-term competitiveness. Therefore, HR planning is not merely administrative but a key foundation for achieving organizational goals effectively and sustainably.

To strengthen its implementation, organizations need to develop a Human Resource Information System (HRIS) capable of presenting accurate data as a basis for planning. Improving the capacity of HR managers through ongoing training is also crucial so that planning strategies can keep pace with technological developments and labor market dynamics. Further research is recommended to examine the application of HR planning in specific sectors such as education, healthcare, or the creative industry to develop more applicable models. Furthermore, collaboration between the government and educational institutions is essential to create policies that align with labor market needs and the competencies of the national workforce.

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