

Analysis of ASN Planning for the United Nations and Political Agency of Regency Karawang

Sri Maharani¹, Uus Mohammad Darul Fadli^{1*}, Ery Rosmawati¹

¹ Management Study Program, Faculty of Economics and Business, Buana Perjuangan University Karawang, Jl. HS Ronggo Waluyo, Teluk Jambe, Karawang 41361 West Java, Indonesia

*Corresponding Author: uus.fadli@ubpkarawang.ac.id

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Abstract

This research aims to explain how ASN plans and analyzes the planning strategies used so that job vacancies do not occur. The research approach uses qualitative. This locus is located on Jalan A. Yani By Pass No. 23, Karawang Regency, West Java. The informants in this research were the head of the civil service, the secretariat, the national insight analysis, personnel manager. Data collection is through primary data obtained from interviews, observations, and documentation, and secondary data obtained through library research. Then the data is analyzed using content analysis. The results of the research show that human resource planning at the National Unity and Political Agency has not been implemented well, requiring a planning process for the number of employees, employee recruitment, resources used, work standards, and quality improvement. The priority of managing the number of employees being planned by prioritizing the employee recruitment process through internal sources rather than external sources, to simplify ASN planning. The strategy to overcome this problem focuses on recruitment planning, employee development, and compensation strategies. In this way, organizations can increase the effectiveness of ASN planning, reduce long-term vacancies, and ensure smooth operations and optimal performance.

1. Introduction

Civil servants in Indonesia currently often receive attention because they are expected to produce increasingly better performance every year. Performance improvement is needed by every government agency to ensure that their goals can be achieved consistently effectively and efficiently. According to records, there are several Civil Servants (PNS) in Indonesia until the first half of 2023. The number of people reaching this number is 3.79 million. This figure is comparable to the total number of ASN of 89 thousand people. Currently, around 487.12 thousand people are working as government employees with work agreements (PPPK), this number is equivalent to 11 times the total number of ASN on June 30, 2023. A total of 3.32 million regional ASNs is sufficient for around 78 percent of the total number of ASNs. Meanwhile, the number of central ASN has decreased. Around 953.48 thousand individuals, or around 22% of the total population. The majority of ASN employees in Indonesia are women, referring to their gender. Based on research conducted by Cindy Mutia in Annur (2023), there are around 2.35 million individuals, or around 55% of the total population who are women. Meanwhile, there are 1.92 million individuals, or around 45% who are men.

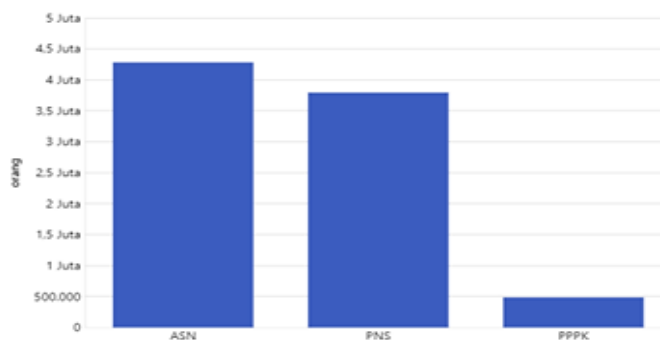


Fig. 1 Number of ASN employees in Indonesia based on type (Semester I-2023)

The merit system in government agencies is a method that can be used to improve the performance of civil servants (ASN). In this system, employees are assessed based on their performance, qualifications, abilities, and the benefits they provide. The importance of the merit system is to maintain fairness among employees, without discrimination. This system aims to ensure that people who have the appropriate qualifications and expertise in carrying out their duties are placed in appropriate positions within the government bureaucracy. This is based on ASN values and ethical behavior (Firman & Fahrani, 2019). To fulfill requests from the government and society to provide the best results, every government institution tries to improve performance in various fields, including in planning the State Civil Apparatus (ASN), a person who has a crucial role in an institution or organization (Annur, 2023). Therefore, planning is needed to determine resource allocation and formulate service guidelines, goals, budgets, and performance indicators that are specific and can be planned (Apriyanti & Fadli, 2023).

The National and Political Unity Agency is responsible for maintaining national unity and integrity as well as regulating politics in Indonesia. Responsible for carrying out duties and roles in the field of National Unity and Politics by the provisions contained in the Karawang Regency Regent's regulation number 80 of 2021. The National and Political Unity Agency (Bakesbangpol) is an institution responsible for maintaining the integrity and unity of the nation and supervising political developments in Indonesia. Karawang Regency is responsible for preparing work plans and programs as well as formulating policies. The National Unity and Politics Agency for the 2021-2023 period underscores the importance of unity and politics in developing the country.

Based on observations in the field, problems were found related to vacancies in the fields that had not been filled for one year, namely the Intelligence Sector, the Ideology Sector, and the Head of the Program Subdivision. As a result, organizational stability and performance are disrupted, and operations become less efficient and effective. Through thorough research, we can identify the real consequences that these deficiencies have, especially for regulated programs and activities.

Previous research conducted by Irwan (2016) shows that needs planning has been carried out using existing mechanisms. Factors such as strategic plans, budgets, organizational plans, and employee duties have a significant impact on developing requirements planning. However, the budget factor at BAPPEDA Sukadau Regency is the cause of the delay in the number of employees needed at BAPPEDA Sukadau Regency. Limited personnel spending policies set by the central government are an obstacle to financing the personnel needs required by regional governments. Previously, Fahrani (2017) conducted the first research on the planning patterns of Civil Servants (PNS). This pattern consists of three stages which include preparing a Job Analysis (Anjab) and Workload Analysis (ABK). Re-coordinate the results of the Goods and Services Requirements Budget (Anjab) and Workload Analysis (ABK) which have been prepared by each Regional Work Unit (SKPD) to obtain approval from the SKPD head. After that, the document will be submitted to the Regional Civil Service Agency (BKD) to determine the formation details. There are six obstacles in planning civil servants, especially JFT (certain functional positions). First, there is an overlap in existing regulations. Second, there are differences in the HR planning format. Third, there is a difference in the number of CPNS formations between BKN and Menpan. Fourth, employees who carry out HR planning have minimal quality and lack good communication. Fifth, lack of attention from the leadership in this matter. Lastly, there is no personnel expenditure budgeting for JFT. Apart from that, Wulandari (2017) stated that development planning in Sukaresik Village, Sidamulih District, Pangandaran Regency can generally be implemented, but there are still several aspects of implementation that are not optimal.

This research aims to find out how ASN plans and to analyze the planning strategies used in the National Unity and Politics Agency so that there are no vacancies in positions within one year.

2. Literature Review

2.1 Human Resources Management

According to Dahlan *et al.* (2017), human resource management has a crucial role in organizations, both large and small scale. Personnel management refers to knowledge and skills in managing the relationships and roles of workers to achieve company, employee, and community goals efficiently and effectively. According to Bintoro & Daryanto (2017), human resource management is a discipline or method that regulates the relationships and roles of individuals in the workforce so that they are efficient and effective, to achieve success for the organization.

2.2 Human Resources Planning

According to Nystrom in research by Suwatno & Priansa (2018), human resource planning is a process that involves forecasting, development, implementation, and control to ensure the company has the appropriate number of employees. By the definition put forward by Mondy & Noe (1996), HRM planning can be explained as a process carried out in a structured manner to study the situation and condition of human resources to ensure that they are adequate in number and have the appropriate qualifications and expertise. According to Jackson & Schuler (1990), Human Resources planning (HR Planning) can be defined as a management process that directs the movement of an organization's human resources from their current position to their expected position in the future. According to Nawawi (2016) states that human resource planning in an organizational or company environment consists of several elements. Number-based planning includes three aspects, namely: (1) Total employees required, (2) Employee recruitment, and (3) Resources that can be utilized and also, quality planning. In the next few years, several relevant HRM qualification requirements for positions or jobs will become increasingly important. This includes factors such as Work standards, quality improvements, and assignments that match qualifications.

2.3 Planning Objectives

According to Sedarmayanti (2018), planning is an important component in organizing and managing a project. However, according to Sutrisno (2017), through HRM planning, prospective employees can be prepared who have the potential to occupy the role of manager in the future. The purpose of the planning process is to identify the quality standards and quantities required to fill positions in an organization and meet the specified requirements.

3. Framework

Planning involves determining organizational goals and arranging them in detail using various strategies, tactics, and operations necessary so that the organization's main goals can be achieved effectively (Cahyadi *et al.*, 2023). In this research, the dimensions used include the number of workers, recruitment of workers, resources used, work procedures, quality improvement, and suitability of work to qualifications. Fig. 2 below shows an explanation of the thinking framework.



Fig. 2 Framework

4. Research Methodology

The research approach uses qualitative methods. Based on research by Hendryadi (2017), this is an exploratory step taken to gain a comprehensive understanding of social phenomena in a natural way. So the problems discussed in this research are in the form of written words, not numbers. This research was conducted at the Karawang Regency National and Political Unity Agency office which is located on Jalan Ahmad Yani By Pass No.23, Karawang, West Java. The informants in this research were the Head of Civil Service Subdivision,

Secretariat, National Insight Analysis and Personnel Manager. The source of research data obtained by collecting primary data is information obtained directly through the process of interviews, observation and documentation, while secondary data is obtained through library research. After that, the data was analyzed using the content analysis method. According to Eriyanto (2011), this analysis can be explained as an assessment method which aims to understand the characteristics of a phenomenon, and aims to obtain an overview of the communication content.

5. Results and Discussion

5.1 Company Profile

The Karawang Regency National Unity and Political Agency is an organizational unit within the regional government that has the main responsibility for assisting the Regent in carrying out tasks related to regional government based on the principle of autonomy. This task includes the preparation and implementation of policies in the fields of National Unity and Politics. The Karawang Regency National Unity and Politics Office aims to maintain a conducive situation in the Karawang Regency area. In the 2016-2021 Strategic Plan, there are four activities included to support the achievement of conduciveness in Karawang Regency, to fight corruption through the Extortion Saber Team, manage social conflict, take early preventive action, and establish communication and coordination with the regional intelligence agency. Set for the 2016-2021 period.

5.2 Research Result

Based on the results of interviews with the head of civil service, secretariat, analysis of national insight, personnel managers, observations were made regarding ASN planning analysis including aspects of number of employees, employee recruitment, sources used, and work standards as follows.

5.2.1 Number of Employees

The results of interviews with the Head of Civil Service regarding "the number of employees stated that planning the number of employees in the organization involves task analysis, growth projections, and efficiency evaluation. Reviewing employee competencies, consulting with managers, and preparing budgets are important steps so this process must be dynamic, responsive to change, and adapted to long-term strategy. Then according to the secretariat "it has been proposed according to the workload with empty fields". Meanwhile, according to the national analysis staff, the number of employees has been proposed to BKPSDM (Human Resources Personnel Agency) according to the empty fields. According to the personnel management staff, "The number of employees has been proposed with empty fields so that the required workload is taken into account according to the field.

5.2.2 Employee Acceptance

The results of an interview with the Head of Civil Service regarding "employee number planning stated that employee number planning involves task analysis, growth projections, efficiency evaluation, and preparation." Then according to the secretariat "it has been proposed according to workload requirements and vacant positions". Meanwhile, according to the National Insight analysis staff, the number of employees has been proposed according to the workload and vacant positions. And according to personnel management staff, "the number of employees proposed has taken into account workload and vacant positions".

To find out the stages of employee recruitment that are needed, an in-depth interview was conducted. The results of the interview with the Head of the Personnel Subdivision stated "the employee recruitment planning process involves identification of needs and competency analysis, projections of organizational growth, and budget determination. Effective recruitment strategies, such as clear job descriptions and attractive vacancy announcements, are the main focus before starting a structured selection process. Onboarding is set up to ensure smooth integration for new employees. Periodic evaluations and reviews are carried out to identify improvements and adapt workforce needs to organizational changes. The main goal is to ensure the organization has a quality workforce that meets its strategic needs." Meanwhile, according to the Secretariat, "acceptance of employees based on the needs of the four vacant fields will be submitted to the BKPSDM (Personnel and Human Resources Development Agency) every year", according to the national insight analysis staff, "the employee recruitment process involves workload requirements and proposals to the BKPSDM (Personnel and Human Resources Development Agency)". And according to the personnel management staff, "it creates a workload if it is met, does not recruit new employees and if it is not met then a proposal is made to BKPSDM. In organizations, employee recruitment through transfers can also occur due to agency needs such as job rotation, career development, job adjustments, or disciplinary sanctions. The process involves employee selection, internal announcements, redeployment, and decisions taken by leadership based on the needs and required organizational strategies.

5.2.3 Sources Used

To find out the stages of resources used, interviews were conducted with four employees, the results of the interview with the Head of Civil Service Subdivision "the use of human resources (HR) in planning the state civil apparatus (ASN) is important to ensure the effectiveness of public administration, the process involves selection, placement, and development of resources human power. Selection takes into account competency and qualification requirements. The placement of human resources (HR) takes into account skills and tasks according to their field. Development involves ongoing training and education. Human resource (HR) maintenance includes performance management, incentives, and welfare policies. Collaboration between government agencies". According to the Secretariat, "consider the need for an educational background in ASN planning and the National Unity and Politics Agency for ASNs, a minimum of a Bachelor's degree by the field required for their major and for vocational school students, they can enter non-ASN or can be called THL (Honorary Personnel Lepas)" and according to the national insight analysis staff, "ASN planning takes into account the need for educational background according to the required field". And according to personnel management staff, "ASN planning decisions are influenced by the need for an educational background that is appropriate to the required field.

5.2.4 Working Standards

Work standards refer to a series of criteria used as a measure or comparison to assess an individual's achievements or the results of the work they do (Asnawi, 2020). Based on the results of an interview with the Head of Civil Service, "work standards in performance appraisal are guidelines and criteria used to evaluate the extent to which individuals or teams have achieved the goals and expectations set by the organization. These standards can include quantitative aspects, such as sales or production targets, and qualitative aspects, such as quality of work or service. By setting clear standards, organizations provide concrete guidelines for employees to measure and improve performance." Meanwhile, according to the Secretariat, "work standards in performance appraisal have a crucial role in ensuring that each individual or team in the organization moves towards achieving strategic goals. By setting specific and measurable standards, organizations can measure the extent to which performance achieves predetermined expectations. It also provides a basis for providing constructive feedback, helping employees identify areas of improvement, and planning their career development. By focusing on work standards, the performance appraisal process becomes more objective and measurable and supports a work culture that is oriented towards achieving results." according to National Insight Analysis staff, "implementing work standards in performance appraisal practices involves several first steps, organizations need to clearly communicate the standards set to all employees, ensuring uniform understanding. Furthermore, managers and direct superiors must provide support and guidance to employees to achieve these standards. A regular feedback and performance evaluation process helps monitor progress and identify necessary changes in work standards. With consistent implementation, work standards become an effective tool for improving individual and collaborative performance throughout the organization." And finally, according to personnel management staff, work standards in performance appraisal are "guidelines used to evaluate the achievement of organizational goals and expectations. It includes elements such as job quality and quantity objectives, skills, and competencies. In addition, the assessment involves evaluating aspects of attendance, discipline, and ability to collaborate in a team. Initiative, innovation, and personal development efforts are also part of the work standards. With clear standards in place, performance appraisals become more transparent, provide constructive feedback, and guide individual or team professional development. Measurable work standards help create a fair work environment and support the achievement of goals within the organization."

5.2.5 Quality Improvement

The results of the interview with the Head of Civil Service Subdivision "established criteria for assessing the quality of ASN planning through a careful and structured process. First, these criteria generally include the accuracy of the goals of the organization and related work units, so that planning must be in line with the organization's vision and mission." And according to the Secretariat "aspects of human resource needs are identified, including the number, qualifications and competencies needed to achieve strategic goals." Apart from that, ASN planning quality criteria also include conformity with applicable government regulations and policies, ensuring compliance with established norms and standards." Meanwhile, according to the National Analysis staff, "this criterion often pays attention to planning flexibility, allowing the organization to adapt strategies to unexpected changes in the external or internal environment. Thus, quality ASN planning must be able to be dynamic and responsive to developments that may occur in the future". And according to the personnel management staff, performance measurement and evaluation metrics related to the achievement of planning goals are also an important part of the criteria. This allows organizations to systematically evaluate the extent to which ASN planning has delivered the desired results. By explaining and implementing these criteria, organizations can ensure that their ASN planning is of high quality, providing a solid foundation for effective management of human resources and achievement of organizational goals".

5.2.6 Job According to Qualifications

The results of the interview with the Head of Civil Service Subdivision were that "development can focus on critical areas by the mission and vision of the organization. This can include the facilitation of training and development" and according to the Secretariat "generally involves training programs and workshops to increase employee understanding of national issues, politics and community harmony. This includes increasing knowledge of relevant social, political, and legal dynamics." Meanwhile, according to National Analysis staff "career development and improving technical skills are often a focus, ensuring that employees have the necessary competencies to carry out their specific tasks. This could include training in project management, policy analysis, or effective communication skills." according to staff, personnel management "is involved in encouraging employee participation in seminars, conferences or cross-sector activities to expand networks and gain new insights regarding national and political issues. By involving employees in these various development activities, Kesbangpol can ensure that they have a team that is skilled, informed, and can make maximum contributions to organizational goals and national interests."

5.3 Discussion

Based on the research results above, shows that the human resource planning established at the National Unity and Politics Agency is by theoretical studies by discussing the six component dimensions of number of employees, employee acceptance, resources used, work standards, improving quality, and work according to qualifications. The following is a discussion of these results.

5.3.1 Human Resources Planning

The research results show that the National Unity and Political Agency of the District. Karawang has proposed the number of employees needed by workload and vacant positions. The number of employees involves identifying workforce needs to support the goals and tasks of the organization. This process includes job analysis, organizational structure review, and growth projections. Furthermore, employee recruitment planning is related to recruitment strategies to attract, select, and place individuals who suit the organization's needs. This process must take into account the required qualification standards, skills, and competencies. This is in depth with Billy E Goetz's theory in Sutadji (2010) which states that planning determines a series of actions to achieve the desired results.

The number of employees involves identifying workforce needs to support organizational goals and tasks. This process includes job analysis, organizational structure review, and growth projections. This is in-depth with the theory of Wardoyo *et al.* (2023) which states that structural positions in government institutions have been the target of civil servants (PNS), because they have very strong authority (powerful), so they have a lot of power in their units, such as asset management, HR and finance. However, with the government's policy of changing or transferring from structural positions to functional positions, initially, echelon III and echelon IV structural officials were shocked and wondered what the fate of their careers would be in the future.

Employee recruitment planning is related to recruitment strategies to attract, select, and place individuals who suit the needs of the organization. This process must take into account the required qualification standards, skills, and competencies. This is in-depth with the theory of Huda (2022) which states that employee planning is recruitment and employee planning is important to understand because it contains the basic knowledge that is necessary for human resource (HR) managers in both government and private agencies as a general guideline in carry out employee recruitment and planning. The emphasis is on recruiting and planning employees within government agencies.

The sources used in HR planning involve budget allocation, technology, and recruitment approaches. In managing the number of employees and recruitment, organizations must ensure that the resources provided are sufficient and effective to support this process. So the results of this research are in-depth with the theory of Ratnaningrum *et al.* (2023) which states that human resources are very valuable capital for an organization in achieving its goals because humans are managers and control all capital in an organization. Referring to this, every step in an organization's activities cannot be separated from maximizing resource utilization to achieve greater organizational output.

Work standards serve as guidelines for assessing employee performance and productivity. This standard includes quantitative and qualitative targets that must be achieved, as well as assessment criteria used in the performance evaluation process. Clear standards help create a transparent work environment and provide clear direction for employees.

Quality improvement is a continuous effort to improve employee competence, skills, and performance. This involves training and development, mentoring programs, as well as efforts to increase employee satisfaction and well-being. Improving the quality of human resources can contribute to increasing productivity and achieving overall organizational goals. This is in-depth with the theory of Rahadian *et al.* (2022) which states that improving the quality of employees as public servants needs to be done by improving education. Education and training for

Civil Servant (PNS) positions, hereinafter referred to as training, is a teaching and learning process to improve competency.

5.3.2 Employee Recruitment Strategy

The results of this research show that the employee recruitment strategy in the organization is experiencing a shortage of employees that has been going on for a year, in three fields, so employees are submitted to the BKSDM (Human Resources Personnel Agency) regarding vacancies in the fields needed in the organization. This is in line with research by Suryanti (2016) which states that employee recruitment strategy is a concept for agencies to obtain new human resources for the company by using various recruitment methods. Employee recruitment can be done in several ways, either internally, externally, or both.

According to Chandler (1992), strategy is the basic determination of long-term goals and objectives of the organization as well as the use of ways of acting and the allocation of resources needed to achieve the goals. The organization also implements effective recruitment strategies, such as clear job descriptions, before submitting employees to the BPKPSDM (Human Resources Personnel Agency) every year. In organizations, employee recruitment can also be done through inter-agency transfers involving steps such as identifying position needs, assessing employees who wish to transfer, offering transfers with the approval of both agencies, fulfilling administrative requirements, organizing logistics, orientation, and continuous communication with existing employees. This process aims to enable broader employee development and efficient use of existing resources. According to Hasibuan (2017), mutation is a change in position or position carried out both vertically and horizontally in an organization.

Based on the results of research on the Head of the Civil Service Subdivision, Secretariat, National Insight Analysis, and Personnel Manager, it can be concluded that the strategy carried out by the organization regarding the resources used, one of which is to use selection where compensation and qualification needs are carefully considered, this process requires selecting employees based on educational background that is appropriate to the required field. According to Urbayanti (2021), selection is a step taken to decide whether someone is accepted or not, in a particular institution after carrying out a test which is generally carried out. Selection is the process of selecting workers from applicants who have registered, where applicants will be selected according to existing qualifications and conditions. Thus, the recruitment strategy in this organization prioritizes careful consideration of human resources to achieve effective public administration.

6. Conclusion

In the State Civil Service (ASN), the problem of vacancies for one year shows the big problems faced by organizations in human resource planning. Data shows that long vacancies can indicate a lack of strategic HR planning, including slow hiring and poor succession planning. Another factor contributing to this problem is the difficulty of attracting new, qualified talent, especially if the company faces intense competition in the job market or if there are cultural issues that affect the attractiveness of the positions on offer. Budget limitations can also prevent companies from providing attractive compensation to prospective employees.

Strategies to address these issues focus on recruiting planning, employee development, and compensation strategies. In this way, organizations can increase the effectiveness of ASN planning, thereby reducing long-term vacancies, and ensuring smooth operations and optimal performance.

7. Implications

A one-year vacancy in an organization can disrupt a company's stability and hinder its ability to provide the best public services. Therefore, to deal with this problem, ASN planning must undergo comprehensive changes, such as improving recruitment strategies, employee development, and effective succession planning. By optimizing ASN planning, organizations can address these issues more efficiently and ensure smooth organizational operations.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** S.M., U.M.D.F. and E.R.; **data collection:** S.M., U.M.D.F. and E.R.; **analysis and interpretation of results:** S.M., U.M.D.F. and E.R.; **draft manuscript preparation:** S.M., U.M.D.F. and E.R. All authors reviewed the results and approved the final version of the manuscript.

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