

Analysis of Employee Performance Planning in the Ministry of Religious Affairs of Karawang Regency

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Abstract

To analyze employee performance planning at the Karawang Regency Ministry of Religious Affairs, based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022. This research contains points to clarify the four components, namely work planning, especially HR inventory, HR Forecasting, HR Planning, and Monitoring and Evaluation which aim to hone employee skills and improve services to the community. The research method applied is a qualitative approach based on data analysis using content analysis. The resource persons in this study consisted of the Head of the Ministry of Religious Affairs (K1), Head of the Personnel Section (K2), Employee (P1), Employee (P2), Employee (P3). Primary data is obtained during coordinative interviews with respondents, while secondary data is obtained from literature study and documentation.

1. Introduction

Every public organisation, the responsibility of the organisation in carrying out service tasks must have the support of professional and qualified ASN employees. The reason for this is that ASN employees influence the efficiency and effectiveness that occurs in government agencies both at the centre and in the regions. In addition, ASN employees carry out their duties by overseeing the quality of performance, introducing products, managing financial or non-financial resources which are expected to determine the level of objectives and strategic performance achievement of the organisation. This can provide a direct image to the community, especially when it comes to community service which is the main task (Mendrofa & Azhari, 2020).

Based on PP Number 30 of 2019, it becomes a benchmark for assessing the performance of Civil Servants (PNS). The Karawang Ministry of Religious Affairs has the responsibility and ability to continuously improve performance. Along with Government Regulation Number 30 of 2019, it is the standard for assessing the performance of civil servants in the Karawang Ministry of Religious Affairs. The predicted value that includes Government Regulation Number 30 of 2019 has 5 levels of value, including: 1. very good (110-120), 2. good (90-120), 3. sufficient (70-90), 4. poor (50-70), 5. very poor (<50). The purpose of this assessment is to ensure that employees achieve the established merit system and career system. The phenomenon of problems that occur in the Ministry of Religious Affairs described in Table 1.

Table 1 Results of Performance Appraisal of Employees of the Kemenag Karawang (Ministry of Religious Affairs, Karawang Regency, 2023)

No.	Month	Employee Performance		Description
		2021	2022	
1.	January	87.03	85.33	Down
2.	February	89.37	85.70	Down
3.	March	88.44	87.35	Down
4.	April	89.79	86.81	Down
5.	May	90.25	86.40	Down
6.	June	90.78	87.49	Down
7.	July	91.27	87.98	Down
8.	August	91.90	88.43	Down
9.	September	92.27	88.84	Down
10.	October	93.25	89.41	Down
11.	November	93.52	90.25	Down
12.	December	94.22	91.57	Down
Total		1092.11	1055.6	Down
Average		91.01	88.0	Down

The problems that occur as shown in table 1 above, in 2021 the implementation of employees of the Office of the Ministry of Religion has increased with a normal score of 91.01. The appreciation and predicate of the implementation of honourable work PP Number 30 of 2019 concerning the assessment of representative implementation can be said to be ‘Good’ even though in 2022 the normal award is 88.0. The appreciation and predicate for the implementation of respectful work of PP Number 30 of 2019 concerning the assessment of representative implementation can be said to be very high. So, it can be concluded that the employee performance assessment in 2021 has the title ‘Good’, while in 2022 it has the title ‘Fair’. In conclusion, the performance of representatives at the Karawang Ministry of Religious Affairs Office has decreased. Previous research conducted by the author during an interview with the Head of the Office of the Ministry of Religious Affairs found that this was due to the need for an understanding of the implementation regulation guidelines, as well as the need for the ability to develop and implement work plans. Coordination between representatives, based on Menpan RB No. 6 of 2022, specifically 9 indicators consisting of employee work including work result plans, employee work behaviour, responsibility plans, employee performance achievement results, strategy preparation, organisation and work strategies, leadership implementation plans, talent competencies and abilities, and needs in order to realize the implementation of the organisation/leadership. The essence of this research is to find out how the performance arrangements carried out by the Karawang Ministry of Religious Affairs based on the direction of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 6 of 2022.

2. Literature Review

2.1 Human Resources Management

Human Resources is the mastery of human thought and creativity that is still stored within, which must be researched, supported and created so that it can be utilised as well as possible for the welfare of human life. Human resources are the potential abilities possessed by people which include the ability to think, communicate, act and be ethical in order to carry out a movement (specialised and administrative) (Sedarmayanti, 2022). HR is the control of humans who carry out work in an organisation, often referred to as the workforce. In this way, human assets can be used as resources in every aspect of implementation, especially those related to organisational presence (Zahari *et al.*, 2022). HR is an important resource for the continuity of trade which is expected to encourage the development and implementation of the company so that it can provide maximum benefits for the company (Putra *et al.*, 2023).

2.2 Human Resources Planning

Agreed with Strohmeier in (Wahyudi *et al.*, 2023) HR planning can be a basic perspective in supervising the workforce in the organisation. In the modern era we face today, innovation has played an increasingly important role in strengthening and optimising HR management. HR planning is an important part of strategic planning because it not only makes it easier for organisations/companies to determine the human resources needed to

achieve goals, but also to determine what can be achieved with existing human resources. HR arrangements will impact and be influenced by key company arrangements (Sedarmayanti, 2022). Agree with Rivai and Sagala in (Priansa, 2017) explaining that HR planning is a certain procedure taken by management to ensure that in the organisation the right human resources are available to have the right position, position and job at the right time. So it can be concluded from the explanation above, HR planning is the structuring of the workforce in an organisation to achieve quality HR goals, as well as strengthening and optimising HR planning handles.

The function of HR planning is mainly to obtain and maintain human resources based on the capabilities needed by the company's organisation to achieve its goals. HR arrangements have a coordinative relationship with HR administration. So that HR planning is seen not only as a personnel function but as a management process.

2.3 Performance Planning

Planning is a way of setting goals and determining the steps that must be carried out in order to realise the goals that need to be realised (Zulkipli, 2022). Implementation arrangements can mean various things related to the use of assignments for a representative, such as targets, objectives and benchmarks of expected results (Hendi *et al.*, 2019). Employee planning is an important part of Human Resource Management in order to achieve organisational goals, including getting 'the right person in the right place at the right time' (Rismayadi & Maemunah, 2020). In line with Sinambela in (Fania Mutiara Savitri *et al.*, 2022) Planning is a very crucial activity, where in the administration of planning work is placed as a main job, this shows that the application of this work is very basic and important. The victory or disappointment of a movement in a company is very interesting and is supported by maximising the planning of the action. Based on the various definitions above, it can be concluded that planning is an arrangement in an organisation to set goals, objectives and guidelines in order to achieve implementation with predetermined results.

Agree with Siagian in (Yulihardi & Iskanto, 2018) work planning is the whole process of carefully considering and determining things that will be done in the long term in order to achieve predetermined goals. In line with Wibowo in (Elmie *et al.*, 2020) Competence is the ability to carry out work and commitment accompanied by skills and information that must be possessed by a specialist. Set the capacity to realise effectiveness and proficiency in organisational practice. In this way, efforts can be made to distinguish various obstacles, make improvements to deviations as early as possible, so that the organisation can be controlled properly (Masyita *et al.*, 2022).

Performance is the result of a process of achievement carried out by people or a group of individuals in an organisation to achieve much better quality and quantity. Performance is very important when measuring human resource management in order to achieve good results. Employee performance is the implementation of a person based on the results of the work given to the organisation where he works so that each representative produces work that varies from one another when completing his obligations and obligations (Suryani, Sugianingrat & Laksemimi, 2020).

The dimensions of HR performance planning according to Hasibuan in (Priansa, 2017) mention that HR planning can be classified into four activities that are interrelated with each other, namely: 1) HR inventory; 2) HR forecasting; 3) HR planning; 4) Supervision and Evaluation..

In addition, employee performance planning also contains indicators as in the Menpan RB regulation Number 6 of 2022 through 9 performance planning indicators that contain employee work plans consisting of work result plans, worker work behaviour, responsibility plans, employee performance achievement results, strategy preparation, organisation and work strategies, leadership implementation plans, talent competencies and / or abilities, and needs in order to realize the implementation of the organisation / leadership. From these definitions, a combination can be drawn that the arrangement of the implementation of workers is that the arrangement is a very important establishment when managing organisations and human resources. Employee performance is the result of successful organisation, which includes differentiating, defining, structuring, and checking human resources. By understanding and applying these concepts, organisations can achieve survival in order to achieve common goals.

3. Framework

Based on Permen PARNB No. 6 of 2022 and the theory of performance planning in (Priansa, 2017), this research refers to 4 dimensions, namely 1) HR Inventory; 2) HR forecasting; 3) HR planning; 4) Supervision and evaluation. In 4 dimensions, it is divided into 9 indicators that are in accordance with Permen PARNB No. 6 of 2022. As explained in the picture below.

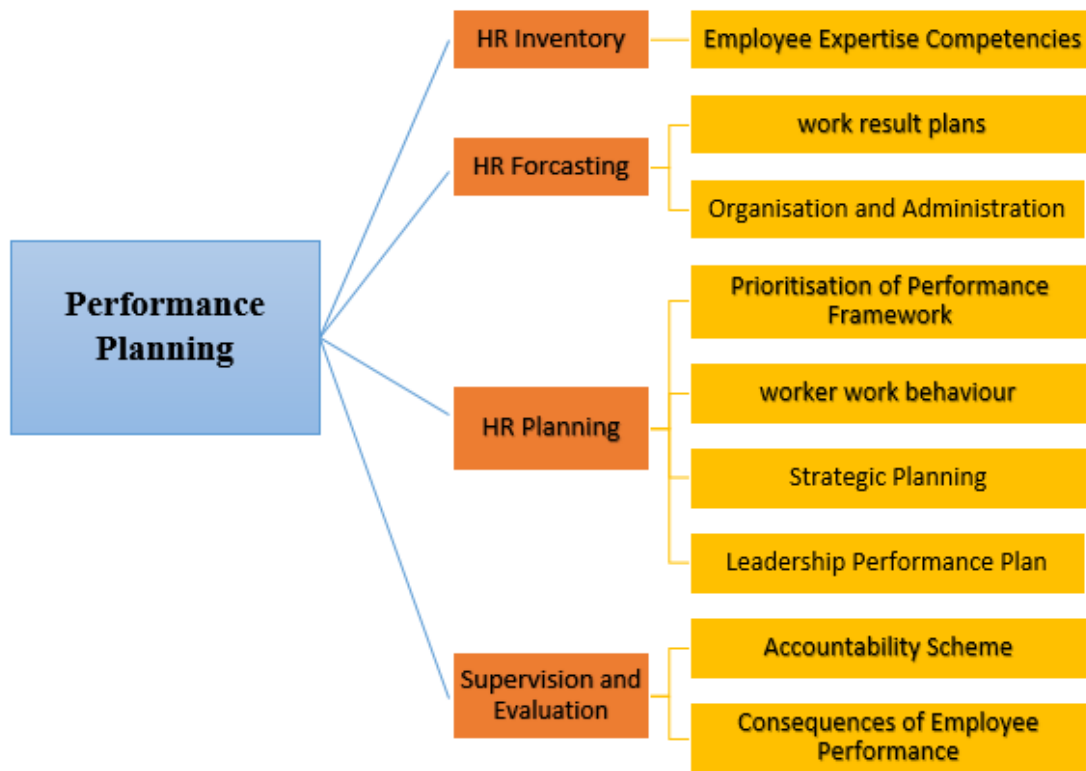


Fig. 1 Framework (PARNB Regulation No. 6 Year 2022)

4. Research Methodology

This research uses a descriptive qualitative research method, which guides the analyst to reveal or portray the social situation to be investigated thoroughly, broadly and deeply (Sugiyono, 2017). In this research, information collection strategies include interviews, perceptions, documentation, and written thoughts. Information collection was carried out by interviewing the Head of Office (K1), Head of Personnel Section (K2), Employee (P1), Employee (P2), Employee (P3).

There are various sources of data, the first being pre-research data, primary data and secondary data. Primary data is information submitted by analysts themselves, research, interviews, which are specifically described to obtain and reveal existing questions about problems. Secondary data is information obtained based on journal sources, previous studies and books. The examination procedure used is content analysis, according to Laswell in (Rozali, 2022) content analysis is recording messages efficiently for translation. This analysis is generally characterised as a strategy that includes all analysis of the substance of a content, but on the other hand, this investigation is also used to describe certain explanatory approaches.

5. Results and Discussion

5.1 Informant Profile

The profile of the respondents is explained through Table 2.

Table 2 Informant Profile

Gender	Age	Length of Employment	Last education	Position
Male	52 Years Old	16 Years	S2	Head of Office
Male	48 Years Old	14 Years	S1	Head of Personnel Section
Female	46 Years Old	14 Years	S1	Employee
Female	41 Years Old	11 Years	S1	Employee
Female	41 Years Old	11 Years	S1	Employee

In Table 2 above, it is explained that if the respondent is over 40 years old with a length of work > 10 years and the last education is at least S1.

5.2 Performance Planning

5.2.1 HR Inventory

In human resource assets there is one indicator, namely talent competence, that represents specifics. Competence is the ability to carry out a job based on talent and information and supported by the work mindset required in the job. So, an interview has been conducted with the head of the office (K1) the result is that every year there is always every employee here, but it is always chosen by different employees to carry out the training. With this training, it is hoped that all employees can improve their quality skills and skills. (K2) Employees at the Ministry of Religious Affairs have competencies and expertise that include spiritual leadership, religious knowledge, communication skills, programme management, analysis, administration, legal understanding, and interpersonal skills. This enables them to provide effective services in religion, education and social assistance to the community. Employee (P1) skill competencies at the Ministry of Religious Affairs include a deep understanding of religion, good communication skills, effective programme management, analytical ability, administrative skills, interpersonal proficiency. This enables employees to provide quality and relevant services in the context of religious and community services. Employee (P2) by conducting seminars relevant to the duties and functions of each employee and improving communication in order to provide good service to the community. Employee (P3) The development of a learning organisation culture also encourages employees to continue to develop themselves.

From the results of the interview, it was analysed that the competence of employee expertise every year is always held concurrent training on their respective work duties, besides that, by being given training, it will improve better skills and provide good service to the community. This is in line with previous research (Putri & Fadli, 2023) if knowledge plays an important role in preparing qualified and competitive employees, and the existence of training, employees will increase competence expertise and skills in employees.

5.2.2 HR Forecasting

1) Work Outcome Plan

Work result planning is the whole process of thinking and determining carefully what will be done in the future in achieving predetermined goals. Then an interview has been conducted with the head of the office (K1) the results are adjusted to the employee performance targets referring to Permen PARNB No. 6 of 2022 which is our reference to ensure that each employee has clear guidelines in order to achieve the expected performance. Head of the staffing section (K2) the result if the employee's work result plan is seen through 4 aspects, quantity, quality, time and completion of work results. Every employee must master these 4 aspects. Meanwhile, employees (P1) adjust to employee performance targets that have been given from superiors and conduct evaluations every month to ensure that the implementation of the work plan goes along with the plan. Employee (P2) follows direct directions from superiors and coordinates with colleagues. Employee (P3) concurrently on employee performance targets that are the tasks and functions of their respective jobs.

From the results of the interview it can be analysed that the work result plan at the Ministry of Religion is compiled in accordance with Permen PARNB No. 6 of 2022. And there is an evaluation for all employees to ensure that the implementation of the work plan goes together on the plan. This is in line with research conducted by Wirtadipura (2022) which states that there is a need for estimates or planning, so that implementation can actually run smoothly, be more productive and goals can be achieved.

2) Organisation and Work Procedure

Organisation and work procedures are a group of members that can create conducive organisational conditions so that employees have commitment. Interviews with the head of the office (K1) showed that the results build coordination and collaboration between work units in the Ministry of Religious Affairs, as well as with other government agencies and related parties, ensuring good coordination in carrying out religious programmes and activities and services to the community. The head of section (K2) implements a performance management system based on results achievement and competency development. Meanwhile, employee (P1) co-operates with the work team, always building a good working environment. Employee (P2) The organisation and work procedures in the Ministry of Religious Affairs are designed to ensure efficiency, coordination and effective programme implementation in the religious field and services to the community. Employee (P3) coordinates with the work team so that their performance can meet the target.

From the interview, it can be analysed that the organisation and work procedures are designed to ensure effective, efficient and accountable implementation of tasks and functions. A clear organisational structure and

systematic work procedures enable MoRA to carry out its programs and policies well, and provide optimal services to the community. This is in line with research (Meda *et al.*, 2022) which states that the organisation plays a crucial role in obtaining agency goals. Through the creation of a conducive organisation, it can certainly bring job satisfaction to employees.

5.2.3 HR Planning

1) Prioritisation Performance framework

The priorities of the performance framework are the determination of the main aspects that should be the main focus in the implementation of the tasks and functions of an organisation in order to achieve its strategic goals. Interviews with the head of the office (K1) showed that the priorities of the performance framework at the Ministry of Religious Affairs may include improving religious services to the community, developing human resources. Head of Section (K1) the result is strengthening inter-agency cooperation, developing responsive policies. Meanwhile, employee (P1) results Develop concurrent excellent programmes in priority areas. Employee (P2) created good quality services for the community. Employee (P3) conducts periodic evaluations to assess performance and make adjustments if necessary.

From the results of the interview, it can be analysed that the priority of the performance framework is to focus on the most important and high-impact areas in achieving its goals and mission and is more effective and relevant to the needs of the community. This is in line with previous research (Bora *et al.*, 2020) performance is a criterion used in order to assess the success of achieving organisational goals which are manifested in certain measures.

2) Employee Work Behaviour

Employee work behaviour is the ability to work and behaviours where it affects employees. Interviews have been conducted with the head of the office (K1) and the results are honest, ethical, showing dedication and responsibility for duties and work, discipline, and providing a good working environment. The section head (K2) reflects commitment to community service, integrity, professionalism, and adherence to rules and work ethics. In addition, employee (P1) is able to provide friendly service and respect the needs and beliefs of all individuals. Employee (P2) has the ability to analyse, solve problems, and make appropriate decisions in conjunction with their duties and responsibilities. Employee (P3) Commitment to self-improvement through training and development is also an integral part of work behaviour in the Ministry of Religious Affairs.

From the results of the interview, it can be analysed if the work behaviour of employees at the Ministry of Religion always prioritises employee integrity, has a good environment, and develops better skills. This is in line with previous research (Habi *et al.*, 2022) that employee behaviour must have good communication, cooperation, decision making.

3) Strategic Planning

Strategic planning is setting goals and objectives, and developing plans to achieve those goals. An interview with the head of the office (K1) showed that strategic planning at the Ministry of Religious Affairs involves setting the mission, vision, goals and strategic objectives followed by developing strategies and policies to achieve these objectives. The head of the staffing section (K2) stated that strategic planning at the Ministry of Religious Affairs is a comprehensive process in order to set directions, goals, and strategic steps in achieving the mission and vision of the organisation. While with employees (P1) the results adjust to the duties and functions of each unit, coordinating with the section head so as not to be mistaken in carrying out the task. Employee (P2) the result is teamwork, providing solutions to each other. Employees (P3) as a result carry out the vision and mission that already applies within the Ministry of Religious Affairs.

From the results of the interview, it can be analysed that good strategic planning is having structured steps in order to achieve its long-term goals. Improve its ability to adapt to environmental changes, take advantage of opportunities, overcome challenges, and achieve sustainable success. This is in accordance with previous research (Manu *et al.*, 2022) if planning is carried out optimally it will have a good impact on employees, because it is given an evaluation for the needs of employees and is always creative about what is done.

4) Leadership Performance Plan

A leader's performance plan is an individual's ability to use the process of influencing, motivating and supporting efforts that enable others to contribute to achieving institutional goals. An interview with the head of the office (K1) showed that leaders in the Ministry of Religious Affairs plan strategic measures, monitor their implementation, evaluate performance, and make decisions in order to effectively achieve the vision and mission

of the organisation. Head of section (K2) the result Implement a performance management system that focuses on results and goal achievement. While employee (P1) the result is that the plans and performance of leaders in the Ministry of Religious Affairs are very important in order to provide direction and focus in achieving organisational goals. Employee (P2) the result helps create a good working environment, providing direction so that performance results can be achieved well. Employee (P3) the result is conducting periodic public satisfaction surveys in order to get feedback and improve service quality.

From the results of the interview, it can be analysed if the leader's performance plan directs the organisation towards achieving the vision and mission with a focus on improving public services, operational efficiency, accountability, appropriate strategies, and monitoring performance regularly. This is in line with previous research (Prawira, 2020) if the leader gives tasks clearly according to their respective responsibilities, provides solutions, and evaluates the work of their employees.

5.2.4 Supervision and Evaluation

1) Accountability Scheme

The accountability scheme is a system that ensures that each individual and unit in the organisation is responsible for its duties and obligations. Interviews have been conducted with the head of the office (K1) the result is that employees are responsible for the management and use of funds with transparency and accountability in conjunction with applicable rules and regulations, ethical accountability employees are expected to act with integrity, avoid conflicts of interest, and uphold ethics in carrying out their duties. head of section (K2) the result is that the performance of employees and work units is responsible for achieving performance in conjunction with the targets that have been set, and to carry out continuous self-evaluation and improvement. Employee (P1) results in work plans, achieves concurrent performance outcomes on ability and communicates with superiors. Employee (P2) takes responsibility for performance results and communicates with work teams and superiors. Employee (P3) results in increased awareness of the importance of accountability and transparency in their work.

From the results of the interview, it can be analysed that the accountability scheme must provide transparency of the results of employee performance, communicate with superiors or with other team members, and create a good work environment. This is in line with previous research (Rohman in (Yohanes dkk, 2023) states that the work environment is formed due to demands to complete tasks and responsibilities. Based on the skills of the leadership and the organisational environment as long as it requires professional attitudes and behaviour in completing work tasks.

2) Employee Performance Consequences

The consequence of employee performance is the impact or effect caused by the level of performance of an employee in carrying out his duties and responsibilities. An interview has been conducted with the head of the office (K1), the result is that the consequences obtained by employees such as awards for performance, in addition to education and training conducted in a year there are 4-6 times given to employees. employee performance appraisal is carried out by superiors to subordinates, and if employees violate the consequences, disciplinary sanctions are given. Head of section (K2) the results of our consequences are seen based on the performance assessment. If the assessment decreases, and if he wants to get promoted it cannot. Employee (P1) the result is that if there is no news about attendance, coaching will be given and disciplinary sanctions will be imposed. Employee (P2) stated that if performance decreases and discipline decreases, coaching and disciplinary sanctions will be given. (P3) stated that every employee must carry out their duties and responsibilities if employees violate will be given disciplinary sanctions.

From the results of the interview, it can be analysed if the consequences of employee performance if the performance assessment decreases an employee cannot be promoted, and reduced discipline will be given guidance and will be given disciplinary sanctions. So together with previous research (Riskin in (Barima & Sulaeman, 2022) if discipline is an attitude of a person's willingness to accept and comply with applicable regulatory standards.

6. Conclusion

At the Ministry of Religious Affairs, performance planning is divided into 4 indicators: 1) HR inventory is good, because it provides training for each employee to improve skills, 2) HR forecasting is quite good, this is because the planning preparation is good but the performance results are still not satisfactory, 3) HR planning is quite good, because the HR is still not fulfilled in each section of each section. 4) Supervision and evaluation in the ministry of religion is good, because it tries to provide an evaluation for each employee. The implication of all this is the importance of ensuring that planning, behaviour, accountability, performance, strategy, organisation,

leadership, competencies and work priorities in the Ministry of Religious Affairs are integrated and supportive of each other in order to effectively achieve the organisation's goals and mission.

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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:** M.S., U.M.D.S. and L.R.K.; **data collection:** R.S., U.M.D.S. and L.R.K.; **analysis and interpretation of results:** M.S., U.M.D.S. and L.R.K.; **draft manuscript preparation:** R.S., U.M.D.S. and L.R.K. All authors reviewed the results and approved the final version of the manuscript.

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