

e-ISSN: 2721-303X, p-ISSN: 2721-3021
Received: 25 June 2021, Revised: 28 June 2021, Publish: 27 July 2021
DOI: <https://doi.org/10.38035/dijefa.v2i3>
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Literature Review HR Planning: External Environment, Organizational Decisions and Employees Inventory

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Abstract: Human resources become an essential instrument in an organization or company. To make a superior company, it is necessary to have quality human resources. Because good quality human resources will increase work effectiveness. The external environment is a factor related to HR planning, and organizational decisions are chosen as part of HR planning. In this study, researchers used descriptive qualitative methods and library research by analyzing variables related to HR planning. The purpose of the literature review research is exploratory. The results of this study are 1) Employee inventory affects HR Planning, 2) External environment affects HR Planning, and 3) Organizational decisions affect HR Planning.

Keywords: HR Planning, External Environment, Organizational Decisions, Employee Inventory

INTRODUCTION

Background of the problem.

Every student, whether for Strata 1, Strata 2 and Strata 3, must conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals. Scientific work is one of the requirements for students to complete studies at most universities in Indonesia. This provision applies to all levels of education, namely Thesis, Thesis and Dissertation.

Based on the experience of many students and authors who have difficulty in finding supporting articles for their scientific works as previous research or as relevant research. Relevant articles are needed to strengthen the theory under study, to see the relationship or influence between variables and build hypotheses. This article discusses the influence of the External Environment, Organizational Decisions, and Employee Inventory Factors on the Factors Affecting Human Resource Planning a literature review study in the field of Human Resource Management.

Formulation of the problem.

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

1. Does Employee Inventory affect HR Planning?
2. Does the External Environment Affect HR Planning?
3. Do organizational decisions affect HR planning?

LITERATURE REVIEW

Employee Supplies

Human resource demands are modified by employee activities. Retirements, termination requests, terminations, and death all increase the need for personnel. Past data on these factors and their development trends can serve as an accurate planning guide by Handoko, 1997 in the journal (Setiyati & Hikmawati, 2019). The dimension or indicator of the Employee Inventory Factor is employee demand (Setiyati & Hikmawati, 2019).

Inventory is one of the main elements of working capital which is constantly changing. Without inventory, the company will face the risk of not being able to fulfill customer desires for manufactured goods. Therefore, in a stock, must face an investment that is not too low but also not too high. There are several experts who put forward the notion of inventory. Inventory is one of the most active elements in the company's operations which is continuously acquired, modified, and then resold by Martono, 2002:67 in the journal (Wahyudi, 2015). The dimension or indicator of the Employee Inventory Factor is the inventory of goods. (Wahyudi, 2015)

Faktor-Faktor Persediaan Karyawan Permintaan sumber daya manusia dimodifikasi oleh Employee Inventory Factors Human resource demand is modified by employee activities. Retirements, termination requests, terminations, and death all increase the need for personnel. Past data on these factors and their development trends can serve as a guide for accurate human resource planning.

There are four inventory functions according to Heizer and Render (2008), namely :

- 1) Decouple or separation of several stages of the production process. For example, if the company is experiencing fluctuations in inventory, then additional inventory may be needed to decouple the production process from the supplier.
- 2) Decouple the company from fluctuations in demand and provide goods that will provide choices for customers.
- 3) Take advantage of quantity discounts because buying in bulk can reduce shipping costs. Protects against inflation and rising prices.

Due to the possibility of economic instability, the goods in inventory will be avoided. According to Waters (2003) there are three types of inventory, namely raw materials, work in process and finished goods. Raw materials inventory is goods that arrive from suppliers and are stored until needed. Meanwhile, work in process inventories are goods resulting from the production process but still need to be further processed to become finished goods.

This employee inventory factor has been widely studied by previous researchers including h (Muzayyanah Jabani, 2015), (Rasul, 2014), dan (Winarti, 2018)

External Environment

External is the process of examining various organizational strengths and weaknesses among other organizations or other factors, meaning outside the organization (Akilah, 2019). Dimensions or indicators of the external environment is the environment outside the organization (Akilah, 2019)

The external environment is known to have a major role in influencing managerial decision making, organizational processes and structures (Keats & Hitt, 1988), so the external

environment is important to always be monitored and analyzed. Environmental observation is an important process in strategic management, because observation is the first link in the chain of actions and perceptions that allows an organization to adapt to its environment (Hambrick, 1982 in Abdalla and Sammy, 1995) (Puspitasari, 2016). The external environmental dimension or indicator is Environmental Observation. (Puspitasari, 2016)

The external environment is the environment that is outside the organization and needs to be analyzed to determine the opportunities and threats that the company will face. There are two perspectives for conceptualizing the external environment. The external environment is an organization's external factors that exchange resources with the organization and depend on each other.

Organizations get inputs (raw materials, money, labor) from the external environment, which are then transformed into products or services as outputs for the external environment. The definition of the external environment is as follows:

- 1) Chuck Williams, (2001:51) explains that the external environment is all events outside the organization that have the potential to affect the company. The external environment is divided into
 - a) special environment;
 - b) general environment;
 - c) a changing environment.
- 2) T. Hani Handoko (1999:62) says that the external environment consists of elements outside the organization which are largely uncontrollable and influential in decision-making by managers. The external environment is divided into a micro external environment and a macro external environment.
- 3) According to James A.F. Stoner (1996:66), the external environment consists of elements that are outside an organization, which are relevant to the activities of the organization. The external environment is divided into two elements, namely elements of direct action and elements of indirect action.

External Environment Type

- 1) Micro external environment (elements of direct action or special environment).
- 2) Macro external environment (indirect action elements or general environment).

In the external environment of the organization there are several components, including:

- 1) Customers, are those who directly utilize, use, and submit requests for goods or services offered by the organization.
- 2) Competitors, other business organizations that run the same business as the organization we run. Because the business is run the same, then competitors are a challenge (as well as a threat) faced by organizations in reaching customers
- 3) Suppliers, are parties directly involved in the business activities of an organization, especially business organizations that carry out production of finished goods from various types of raw materials.
- 4) Regulators are parties with an interest in creating fair and safe business conditions and activities for all parties who want to run a business
- 5) Strategic Partners are other companies that run different businesses from ours, but can jointly become our partners in running a business that is mutually beneficial to both parties.
- 6) The government is a party that, based on certain political legitimacy in a country, is appointed and has the task of bringing society into a better direction in development in all fields.

This external environment has been widely studied by previous researchers including (Muzayyanah Jabani, 2015), (Sudiantini et al., 2019), (Rasul, 2014), dan (Winarti, 2018).

Organizational Decisions

In various key organizational decisions that affect the demand for human resources. One of them is the company's strategic plan is the most influential decision. Because it binds the company in the long run to achieve goals such as growth rates, new products, or new market segments. These goals determine the number and quality of employees needed in the future. By Handoko 1997 in the journal (Setiyati & Hikmawati, 2019). Dimensions or indicators of organizational decisions are planning in organizational decisions. (Setiyati & Hikmawati, 2019)

According to Hellriegel and Slocum (2004), organizational commitment is the level of employee involvement in the organization and has the same identity with the organization. Colquitt et al. (2009) defines organizational commitment as the desire of employees to become part and members of an organization. (Kristanto, 2015)

Porter et al. (1974) (in Amin, Yusnita, Ibrahim, & Muda, 2013) suggests indicators of organizational commitment. There are three indicators, namely 1) A strong belief in and acceptance of the organization's goals and values (Acceptance) (Kristanto, 2015). Dimensions or indicators of organizational decisions are commitment in making organizational decisions.

Various key organizational decisions affect the demand for human resources. The company's strategic plan is the most influential decision. This enhances the company in the long run to achieve goals such as growth rates, new products, or new market segments. These goals determine the number and quality of employees needed in the future.

In the short term, planners translate strategic plans into operations in the form of budgets. The size of the estimate is the most significant long-term influence on human resource needs. As stated by Gito Sudarmo, that the decision is related to the determination or determination of a desired choice. The definition above contains the meaning, in the decision, namely: (1) there is a choice on the basis of logic or consideration; (2) there are several alternatives to which the best one must be chosen; and (3) there is a goal to be achieved and the decision is getting closer to that goal.

Based on these views, it can be understood that decision making is always related to problems or problems in the organization, the essential nature of decision making is choosing one or more alternative solutions to a problem to a desired situation, through a decision or determination people hope that a solution will be achieved. problem of the problem that occurred.

This organizational decision has been widely studied by previous researchers including (Muzayyanah Jabani, 2015), (Sudiantini, 2020), (Rasul, 2014), dan (Winarti, 2018).

HR Planning

Human resource planning is strongly influenced by various factors both from within the organization itself (internal) and both from the organizational environment (external) (Kelejan et al., 2018). Dimensions or indicators The factor that influences human resource planning is the external environment (Kelejan et al., 2018).

Human resources are one of the important factors in an organization or company to achieve its goals and objectives. Human resources are a determining factor for success or failure in achieving goals (Saputra et al., 2020). The dimension or indicator of factors that affect human resources is employee inventory. (H. Saputra et al., 2020).

Quality resources are shown, among others, by high performance and productivity. A person's performance is related to the quality of task and work-oriented behavior (Sakban et

al., 2019). Dimensions or indicators of factors that affect human resources are organizational decisions. (Sakban et al., 2019).

Arthur W. Sherman and George W. Bohlander (in Nawawi, 1998: 137), suggest that human resource planning is the process of anticipating and making provisions (requirements) to regulate the flow of labor movement, into, within, and out of the organization. . The aim is to use human resources as effectively as possible, and to have a number of qualified or qualified workers fill positions, when there are vacancies. HR planning is a series of activities in an organization, which is related to forecasting future workforce needs, including the provision of new workers and the utilization of existing ones.

Based on this understanding, there are at least four activities in human resource planning, namely:

- 1) current stock of human resources;
- 2) forecasting (estimating) the supply and demand of human resources;
- 3) plans to add qualified workforce;
- 4) various monitoring and evaluation procedures to provide feedback to the system

The advantages of human resource planning include the following:

- 1) make effective use of human resources;
- 2) adjust labor activities with organizational goals;
- 3) assisting the program for withdrawing workers from the stock exchange or feeling good about the workforce;
- 4) provide new workers economically;
- 5) can coordinate human resource management activities;
- 6) develop a human resource management system.

The factors that affect these human resources have been studied by many previous researchers including (Muzayyanah Jabani, 2015), (F. Saputra & Ali, 2022), (Rasul, 2014), dan (Winarti, 2018), (Hermawan & Arifin, 2021), (Hermawan, 2022), (Lutfi, A. R., & Widodo, 2018).

Tabel 1: Relevant Previous Research

No	Author (year)	Previous Research Results	Similarities with this article	Difference with this article
1.	Grace, A.S. (2014)	Analysis of Health Human Resource Planning at the Health Office	Similarities to this article looking for human resource design	The difference is this article discusses how to determine human resources in the health sector
2.	Charis, H (2019)	The urgency of strategic planning and management of madrasa human resources in the era of the industrial revolution 4.0	The similarity with this article discusses human resource planning in the industrial sector	The difference is this article cultivates industrial revolution resources 4.0
3.	Mumuh Mulyana (2010)	Retail Human Resources (HR) Management In Improving Company Performance	What this article has in common is human resource management	The difference is this article focuses on improving work performance in HR

4.	Hanung E,A (2020)	Human Resource Planning With Strategic Planning Manohara Flower Park Attractions	This article has similarities in human resource planning	The difference is that this article builds a tourist attraction for the Manohara flower garden
5.	Fahmiah, A (2017)	Management of Human Resource Planning in the field of education	Similarities with this article both discuss human resource planning	The difference lies in the results of the resources, namely the education sector

RESEARCH METHODS

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Which examines the theory of the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Google Scholar and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory. (Ali & Limakrisna, 2013)

DISCUSSION

1. Effect of Employee Inventory on HR Planning

Human resource demands are modified by employee activities. Retirements, termination requests, terminations, and death all increase the need for personnel. Past data about these factors and their development trends can serve as an accurate planning guide (Handoko, 1997). Then Inventory is one of the most important elements of working capital which is constantly changing. Without inventory, the company will face the risk of not being able to fulfill customer desires for manufactured goods. Therefore, in an inventory, must face an investment that is not too low but also not too high. (F. Saputra, 2022)

There are several experts who put forward the notion of inventory. Inventory is one of the most active elements in the company's operations which is continuously acquired, modified, and then resold. (Martono, 2002:67)

This factor is the condition of the workforce (HR) currently owned by the company and its predictions in the future that affect the demand for new workers. This condition can be seen from the results of the HR audit and the HR Information System (SISDM) as part of the Management Information System (MIS) of an organization/company. Some of these factors are:

- a. Employees who will retire
The number, timing and qualifications of HR who will retire, which must be included in the prediction of HR needs as a job or vacant position that must be replaced
- b. Employee resignation
Prediction of the number and qualifications of HR who will quit or leave and termination of employment (PHK) in accordance with the Collective Labor Agreement (KKB) or work contract, which must be predicted by the successor to fill the vacancy at the right time, both from internal and external sources
- c. Death, and so on
Prediction who died. This prediction needs to be done in an organization or company that already has a large number of human resources that should have an accurate HR Information System. Prediction of death is done because it may occur outside of human

control or does not depend on age, so it may be experienced by workers who are relatively young.

2. Effect of External Environment on HR Planning

External factors are various things whose growth and development are beyond the ability of the organization to control. Kiggundu, as explained earlier, states that the external factors are: a. Technology, b. Social culture, c. Politics, and d. Economy. Meanwhile, S.P. Siagian (In Ika Rosita Ningrum et al., 2003) expands it into six factors, including the economic situation, socio-cultural, political, statutory regulations, technology, and competitors. Actually, the four factors stated by Kiggundu also include the administrative and legal factors stated by S.P. Siagian. The external environment is known to have a major role in influencing managerial decision making, organizational processes and structures (Keats & Hitt, 1988), so the external environment is important to always be monitored and analyzed.

Environmental observation is an important process in strategic management, because observation is the first link in the chain of actions and perceptions that allows an organization to adapt to its environment. (Hambrick, 1982 in Abdalla and Sammy, 1995)

The human resource process is strongly influenced by the external environment (Haris: 2000, 14), such as: business conditions, labor force characteristics, regulations, and labor relations which are one of the main factors influencing the human resource process. Human resource processes are the functions or 3. The influence of organizational decisions on HR planning. (F. Saputra & Ali, 2021)

3. The influence of organizational decisions on HR planning

According to Hellriegel and Slocum (2004), organizational commitment is the level of employee involvement in the organization and has the same identity with the organization. Colquitt et al. (2009) defines organizational commitment as the desire of employees to become part and members of an organization. Porter et al. (1974) (in Amin, Yusnita, Ibrahim, & Muda, 2013) suggests indicators of organizational commitment. There are three indicators, namely 1) A strong belief in and acceptance of the organization's goals and values (Acceptance. (Angelliza Chantica et al., 2022)

Of the various key organizational decisions affect the demand for human resources. The company's strategic plan is the most influential decision. This binds the company in the long term to achieving goals such as growth rates, new products, or new market segments. These goals determine the number and quality of employees needed in the future. (Handoko, 1997)

In general, decision making in organizations consists of six steps, namely:

1. Setting goals
2. Determine the problem
3. Develop alternatives
4. Evaluating alternatives
5. Choose an alternative
6. Implement decisions.

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows. activities of an organization and are realized through efforts to achieve company goals:

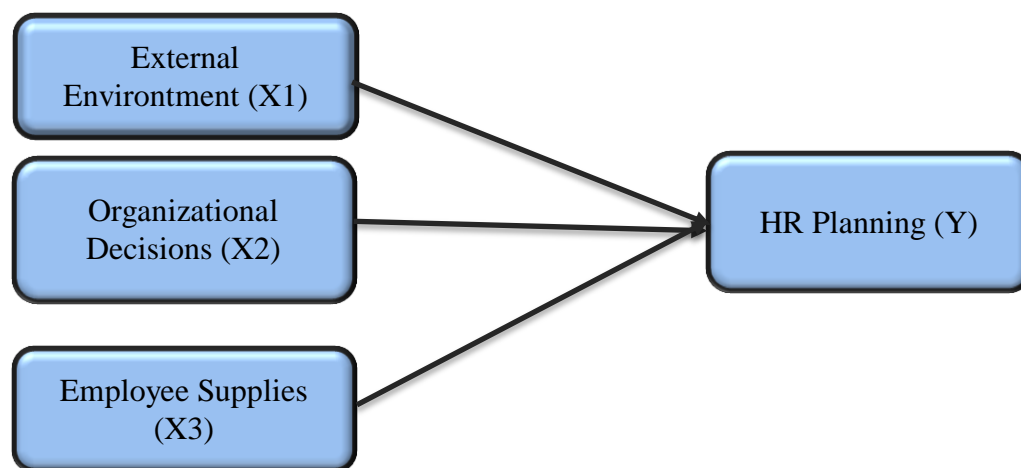


Figure 1. Conceptual Framework

Based on the conceptual framework picture above, then: External Environment, Organizational Decisions, and Employee Inventory affect the Factors Affecting Human Resource Planning. Apart from these 3 factors, Human Resource Planning is influenced by other factors including:

- 1) Competence: (Ansori & Ali, 2017), (F. Saputra, 2022), (Mukhtar et al., 2016).
- 2) Creativity: (Prayetno & Ali, 2020b), (Widayati et al., 2020), (Munawar & Saputra, 2021)
- 3) Knowledge: (Prayetno & Ali, 2020a), (Munawar & Saputra, 2022), (Toto Handiman & Ali, 2019), (Elmi et al., 2016).
- 4) Motivation: (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rajab & Saputra, 2021), (Prayetno & Ali, 2017), (Masydzulhak et al., 2016), (Putra & Ali, 2022), (Suharyono & Ali, 2015),
- 5) Communication: (Putra & Ali, 2022), (Rajab & Saputra, 2021), (Sutiksno, S. D. U., Rufaidah, P., Ali, H., & Souisa, 2017).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research:

1. Employee inventory has an effect on HR planning.
2. External environment affects HR planning.
3. Organizational decisions affect HR planning.

Recommendation

Based on the conclusions above, the suggestion in this article is that there are many other factors that influence human resource planning, apart from the External Environment, Organizational Decisions and Employee Inventory Factors at all types and levels of the organization or company, therefore it is still in need of a study which is further to look for other factors that can influence human resource planning other than the variables studied in this article. These other factors include the internal environment, HR development and HR maintenance.

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