

## HUMAN RESOURCE PLANNING AS AN EFFORT TO INCREASE ORGANIZATIONAL COMPETITIVENESS AMIDST INTERNAL AND EXTERNAL PRESSURES

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### Abstrak

#### **Keywords:**

*Human Resource Planning, Competitiveness, Internal Pressure, External Pressure, Organizational Strategy*

*Human resource (HR) planning is a crucial aspect in supporting organizational competitiveness, especially amidst pressures coming from internal and external environments. This study aims to analyze the HR planning process in responding to challenges faced by organizations, as well as identifying effective strategies to improve resilience and competitiveness. This study was conducted through a literature study from various scientific sources, given the limited direct access to certain organizations. The results of the study show that organizations that have an adaptive HR planning system are able to deal with change and pressure better, and show continuous performance improvements.*

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## INTRODUCTION

In the increasingly complex and uncertain dynamics of the business environment, organizations are faced with the demand to continuously increase competitiveness. Globalization, technological advances, deregulation, and changes in demographics and consumer preferences have created a competitive landscape that requires organizations to be adaptive, innovative, and responsive to change. In this context, human resources (HR) are no longer viewed merely as operational assets, but as strategic factors that can determine the success or failure of an organization.

Human resource (HR) planning is a systematic process carried out to ensure that an organization has the right number, type, and quality of workforce, according to its short-term and long-term needs. HR planning includes workforce needs analysis, forecasting workforce supply and demand, developing recruitment and training strategies, and managing leadership succession. This process is crucial in anticipating various internal pressures such as organizational restructuring, work culture conflicts, changes in managerial structures, and adjustments to roles and responsibilities between work units.

On the other hand, external pressures such as technological disruption, changes in government policies, economic instability, and global labor market dynamics require organizations to be able to proactively adjust their HR strategies. Failure to respond to these changes can lead to skill gaps, decreased productivity, and lost innovative opportunities, which ultimately have a negative impact on the organization's competitive position.

Thus, HR planning not only functions as an administrative tool, but also as a strategic instrument in creating competitive advantage. Through HR planning integrated with business strategy, organizations can maximize the potential of their workforce, improve operational efficiency, and build an adaptive and performance-oriented work culture. Therefore, a deep understanding of HR planning and its implementation in the context of internal and external pressures is essential in efforts to strengthen the organization's overall competitiveness.

## **LITERATURE REVIEW**

### **1. Human Resource Planning**

Human resource (HRP) planning is a systematic process to anticipate and meet the workforce needs of an organization, both in terms of quantity and quality, in order to achieve its strategic goals. (Mondy et al., 2005) stated that HRP is the process of projecting the future needs of human resources in an organization, which includes adjusting the demand and availability of workers. This process involves analyzing the current workforce, forecasting HR needs, and developing strategies to bridge the gap. Effective HRP enables organizations to respond to environmental changes and internal needs in a timely and efficient manner.

According to (Werther & Davis, 1996), strategic HR planning must consider external and internal changes so that the organization remains relevant and competitive. This includes the need to develop core competencies, talent management, and strengthening organizational culture. HR planning also serves as a basis for strategic decision making related to recruitment, training, career development, and employee retention.

### **2. Organizational Competitiveness**

The concept of organizational competitiveness generally refers to an organization's ability to create sustainable competitive advantage. (Porter, 1985) defines competitiveness as the organization's capacity to create added value for customers in a way that is difficult for competitors to imitate. This added value can be in the form of product innovation, operational efficiency, or uniqueness of service. In this context, human resources are considered as strategic assets that play an important role in realizing competitive advantage, especially when the organization is able to develop specific, rare, and non-substitutable competencies.

(Armstrong, 2006) added that sustainable competitive advantage is highly dependent on the organization's capability in managing its resources, including human resources, through organizational learning and continuous improvement. Therefore, competitiveness is not only determined by external factors such as markets or technology, but also by internal strengths such as management quality, team collaboration, and innovation driven by human resources.

### 3. Internal and External Pressures on Organizations

Organizations do not operate in a vacuum, but rather in a dynamic and challenging ecosystem. Internal pressures include various factors originating from within the organization, such as organizational structure, operational efficiency, leadership dynamics, and inter-departmental conflict. (Alhawamdeh & Alsmairat, 2019) stated that internal conflict can be a major obstacle in achieving an organization's strategic goals if not managed effectively.

Meanwhile, external pressures come from the environment outside the organization, such as economic uncertainty, government regulations, technological developments, and social changes. Digitalization and the industrial revolution 4.0, for example, have drastically changed the business landscape and demanded a shift in HR management (. et al., 2024). These changes require organizations to have a workforce that is adaptive, creative, and ready to face new challenges. This underscores the importance of HR planning that is able to read and anticipate external changes.

### 4. Integration of HR Strategy and Business Strategy

(Schuler & Jackson, 1987) emphasized that HR planning must be in line with business strategy in order to create synergy between the organization's long-term goals and workforce management. This integration includes matching the required employee competencies with the direction of corporate strategy, as well as adjusting the work structure and culture to support the implementation of the strategy. This approach is known as *Strategic Human Resource Management (SHRM)* .

(Ulrich, 1996) also emphasized the importance of the strategic role of HR function in managing change, building a strong organizational culture, and bridging the gap between organizational structure and market needs. In this framework, HR not only performs administrative functions, but also becomes a strategic partner in the organizational transformation process.

## RESEARCH METHODS

This study uses a qualitative approach with a descriptive method. Data were collected through literature studies from scientific journals, textbooks, and research reports relevant to the topic of HR planning and organizational competitiveness. The literature analyzed includes HR management theories, case studies of organizations in various industries, and global strategic management trend reports. The analysis was conducted by reviewing previous theories and findings, and drawing conclusions from the general patterns found.

## RESULTS AND DISCUSSION

The study results show that companies that implement competency-based HR planning and organizational flexibility are able to adapt quickly to external changes. Key success factors include:

1. Mapping long-term workforce needs based on industry trend analysis and business projections.
2. Continuous training and development to improve the skills and competitiveness of individuals within the organization.
3. An integrated performance evaluation system that provides feedback and a basis for decision making in HR development.

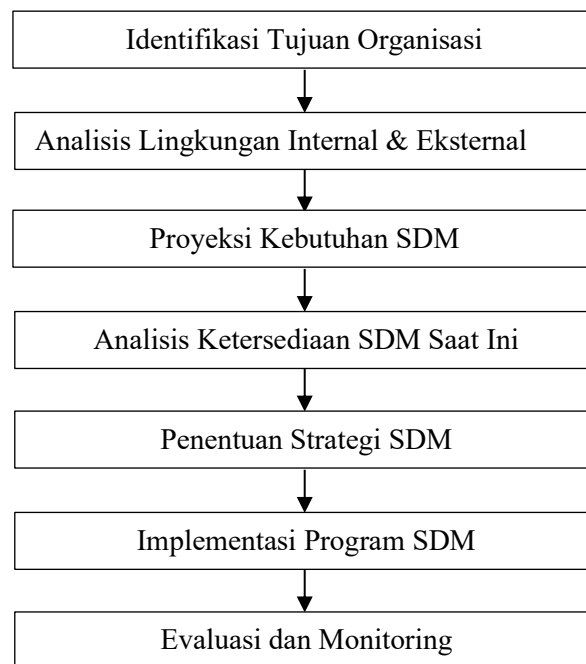
4. Application of information technology in HR management, such as HRIS (Human Resource Information System), for operational efficiency.
5. Top management involvement in formulating and supporting HR strategies that are aligned with the organization's vision.

The following is Table 1 which illustrates the relationship between HR planning strategies and the types of pressures faced by the organization:

**Table 1. HR Strategy Based on Type of Organizational Pressure**

<b>Pressure Types</b>	<b>HR related strategies</b>
Internal Pressure	<ol style="list-style-type: none"> <li>1. Improving inter-departmental communication</li> <li>2. Leadership development and organizational culture</li> </ol>
External Teknana	<ol style="list-style-type: none"> <li>1. Industry trend based training</li> <li>2. Use of technology and HR digitalization</li> </ol>
Both of them	<ol style="list-style-type: none"> <li>1. Periodic evaluation of workforce needs</li> <li>2. Flexible and adaptive policy making</li> </ol>

To provide an overview of the ideal HR planning process, here is a flowchart of the stages commonly used in organizations:



**Figure 1. Strategic HR Planning Flowchart**

Organizations that are able to create an innovative and inclusive work culture tend to be more resilient in a rapidly changing business environment. The literature study also highlights the importance of structural flexibility and organizational learning as a response to complex external pressures.

## CONCLUSION

Human resource (HRM) planning is a crucial strategy in improving organizational competitiveness, especially amidst internal pressures (such as operational efficiency,

restructuring, and organizational conflict) and external pressures (such as technological changes, government policies, and globalization). The results of the literature study show that mature and adaptive HRM planning encourages organizations to be more responsive to the dynamics of the business environment.

Effective HR planning must be carried out through regular workforce needs analysis, aligned with the organization's business strategy and objectives, supported by investment in technology and HR competency development, reinforced by an adaptive, collaborative, and innovative work culture. Thus, HR planning plays a role as a strategic tool in building sustainable competitive advantage. Further research is recommended to explore empirical case studies to enrich the understanding of HR planning best practices in various industrial sectors.

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