

E-HUMAN RESOURCE PLANNING: TRANSFORMATION OF HUMAN RESOURCE PLANNING IN THE ERA OF DIGITALIZATION AND GLOBALIZATION

E-HUMAN RESOURCE PLANNING: TRANSFORMASI PERENCANAAN SUMBER DAYA MANUSIA DALAM ERA DIGITALISASI DAN GLOBALISASI

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ABSTRACT

In the rapidly evolving era of digitalization and globalization, organizations face complex challenges in managing human resources (HR). Human Resource Planning (HRP) has become crucial to ensure the availability of a qualified and competent workforce, which serves as a key driver in achieving strategic organizational goals. However, many organizations still overlook the importance of comprehensive HRP processes, resulting in mismatches between labor needs and availability, low employee motivation, and suboptimal organizational productivity. This study aims to comprehensively analyze the meaning, objectives, as well as the internal and external factors that influence the success of HRP. In addition, the study identifies the challenges and obstacles organizations face in implementing HRP in the era of digitalization and globalization, and explores how HRP strategies can create sustainable competitive advantages. The research approach used is a systematic literature review by collecting and analyzing various relevant sources such as scientific journals, books, and publications related to HR planning, digitalization, and globalization. The data were analyzed qualitatively to identify patterns, trends, and relationships among the discussed concepts. The findings indicate that effective HRP strongly depends on strategic integration with business objectives, continuous employee competency development, optimal employee placement, and the utilization of information technology. The main challenges include adaptation to environmental changes, intense competition, and the increasing demand for intellectual capital. Well-planned HRP implementation has proven to enhance operational efficiency, improve personnel management, and increase the organization's adaptability to market dynamics. Integrated and adaptive HR planning strategies form a vital foundation for organizations to achieve sustainable competitive advantage in an ever-changing business landscape. This research contributes to a deeper understanding of the strategic role of HRP in modern management and offers practical implications for HR managers in designing policies that are responsive to global challenges.

Keywords: Human Resource Planning, Digitalization, Globalization, Competitive Advantage, Human Resource Management.

ABSTRAK

Dalam era digitalisasi dan globalisasi yang berkembang pesat, organisasi menghadapi tantangan kompleks dalam mengelola sumber daya manusia (SDM). Perencanaan SDM (HRP) menjadi krusial untuk memastikan ketersediaan tenaga kerja yang berkualitas dan kompeten, yang merupakan pendorong utama pencapaian tujuan strategis perusahaan. Namun, banyak organisasi masih mengabaikan pentingnya proses HRP secara menyeluruh, mengakibatkan ketidaksesuaian antara kebutuhan dan ketersediaan pekerja, motivasi kerja yang rendah, dan produktivitas organisasi yang kurang optimal. Penelitian ini bertujuan untuk menganalisis secara komprehensif makna, tujuan, serta faktor internal dan eksternal yang mempengaruhi keberhasilan perencanaan SDM. Selain itu, studi ini juga mengidentifikasi tantangan dan hambatan yang dihadapi organisasi dalam mengimplementasikan HRP di era digital dan globalisasi, serta mengeksplorasi bagaimana strategi HRP dapat menciptakan keunggulan kompetitif berkelanjutan. Pendekatan penelitian yang digunakan adalah studi literatur sistematis, dengan mengumpulkan dan menganalisis berbagai sumber relevan seperti jurnal ilmiah, buku, dan publikasi terkait perencanaan SDM, digitalisasi, dan globalisasi. Data dianalisis secara kualitatif untuk mengidentifikasi pola, tren, dan hubungan antar konsep yang dibahas. Temuan menunjukkan bahwa

HRP yang efektif sangat bergantung pada integrasi strategis dengan tujuan bisnis, pengembangan kompetensi karyawan berkelanjutan, penempatan karyawan yang optimal, dan pemanfaatan teknologi informasi. Tantangan utama meliputi adaptasi terhadap perubahan lingkungan, persaingan ketat, dan kebutuhan akan modal intelektual yang tinggi. Implementasi HRP yang terencana dengan baik terbukti meningkatkan efisiensi operasional, manajemen personel yang lebih baik, dan kemampuan organisasi untuk beradaptasi dengan dinamika pasar. Strategi perencanaan SDM yang terintegrasi dan adaptif merupakan pondasi penting bagi organisasi untuk mencapai keunggulan kompetitif berkelanjutan di tengah lanskap bisnis yang terus berubah. Penelitian ini berkontribusi pada pemahaman yang lebih mendalam tentang peran strategis HRP dalam manajemen modern dan memberikan implikasi praktis bagi para manajer SDM dalam merancang kebijakan yang responsif terhadap tantangan global.

Kata Kunci: *Perencanaan SDM, Digitalisasi, Globalisasi, Keunggulan Kompetitif, Manajemen Sumber Daya Manusia.*

1. INTRODUCTION

In the era of globalization and rapid technological development today, organizations are faced with complex challenges in managing their human resources. Human resources (HR) are not only seen as organizational assets, but also as the main driver that determines the success of achieving the company's strategic goals. Therefore, human resource planning (HRP) is a necessity that cannot be ignored. HR planning is a systematic process that aims to ensure the availability of qualified workers and in accordance with the needs of the organization, both in terms of quantity and competence. In practice, HR planning covers various aspects such as forecasting workforce needs, preparing employee development programs, and evaluating the effectiveness of HR management strategies.

However, despite its importance, many organizations still ignore the importance of the overall HR planning process. This has an impact on the emergence of a mismatch between the needs and availability of workers, low work motivation, and less than optimal organizational productivity. In fact, the benefits of HR planning are very real, ranging from increased efficiency, better personnel management, to the organization's ability to face changes in the external environment such as technology, government policies, and labor market dynamics.

With this background, it is important for every organization to understand the concept, process, and challenges in human resource planning. This knowledge is expected to improve the effectiveness of HR management, support the achievement of the organization's vision and mission, and create sustainable competitive advantage amidst global competition. Human resource (HR) planning is one of the important aspects in managing a modern organization. In this context, there are several problem formulations that are the focus of the study. First, what is the meaning and purpose of human resource planning in an organization? Second, what internal and external factors influence the success of human resource planning? Third, what are the challenges and obstacles faced by organizations in implementing human resource planning in the digital and globalization era? Fourth, how can HR planning strategies provide sustainable competitive advantage for organizations?

In line with the formulation of the problem, this paper aims to explain the meaning and importance of human resource planning in an organization. In addition, this paper also aims to analyze various internal and external factors that influence the HR planning process. Furthermore, this paper will examine the challenges and obstacles faced by organizations in implementing HR planning, especially in the context of changes in the business environment and technological advances. Finally, this paper emphasizes the importance of HR planning strategies as an effort to create sustainable competitive advantage for organizations.

2. METHODS, RESULTS AND DISCUSSIONS

2.1. Systematic Human Resource Planning Process

Human Resource Planning (HRP) is the process of analyzing and identifying the human resource needs of a company by taking into account the company's goals and the business

strategies used. In addition, HR planning can also ensure that the company's human resources are qualified, adequate, and competent, in order to achieve the company's goals. HR itself is an important asset that works productively to drive the company to achieve its goals. Because of its very important and crucial function, the company must ensure that its HR gets qualified guidance and training so that they can continue to develop for the success of the company.

2.2. Planning objectives

Basically, the purpose of HR planning is divided into two, namely general and specific objectives. Here is a complete explanation:

1. Meeting Manpower Needs.

A company certainly needs workers to be able to run operationally. Some small or medium companies may only need a small number of workers. However, large companies already need a large number of workers. Finding competent workers in their fields is clearly not easy, especially if they are needed in large numbers. One of the main objectives of HR planning is to meet the need for this workforce. By carrying out HR planning, companies can predict when to start looking for new workers.

2. Placing the Workforce Properly.

The next goal of HR planning is to place workers in the right positions and departments. A worker with the best abilities will not be able to work optimally if placed in a position that is not their expertise. With HR planning, workers can work in positions and departments that are their expertise. In addition, HR planning can also help companies find the right person to lead a department. So, the work done by each employee working in that department can be maximized, effective, and efficient thanks to the presence of a leader who can lead them well.

3. Achieving Company Goals.

The very important goal of HR planning is also to achieve the company's goals. As explained above, HR is a very important asset for the company because they are the people who are tasked with running the company's operations. Therefore, with good HR planning, the company's goals can also be achieved more easily.

2.3. Internal and External Factors Affecting Human Resource Planning.

Human resource planning is designed to ensure that the organization's needs for employees will be met consistently and appropriately. This kind of planning can be done by analyzing all workforce needs. Therefore, there are factors that need to be described in order to learn more about planning, namely internal factors and external factors.

1. Internal Factors

What is meant by internal factors are the various strengths, weaknesses and constraints that the organization has within it. According to SP. Siagian, internal factors include:

- a. Strategic plan
- b. Budget
- c. Production and sales estimates
- d. New business or activity
- e. Organizational plan and duties of officers.

It was also stated in Kinggundu's opinion that internal factors include:

- a. Management and organizational information systems
- b. Financial management system
- c. Marketing and market systems
- d. Implementation management system

Although these two opinions have striking differences, in a complex way they both determine HR needs.

2. External Factors

If internal factors discuss what is inside, it is different with external factors. External factors are everything that is outside the organization, which can have a direct or indirect effect on the organization's goals. The following are external factors according to Kiggundu, including;

- a. Technology
- b. Social and cultural
- c. Politics
- d. Ekonomi

Also stated by SP. Siagian's opinion, as follows:

- a. Economic situation
- b. Socio-cultural
- c. Politics
- d. Legislation
- e. Technology and
- f. Competitors

From both opinions there seems to be a similarity between one and the other. Such as the economic, political, social and cultural situation as well as technology. But when compared, Siagian's opinion is more sensitive to dominant symptoms, such as the emergence of competitors. Apparently, these competitors are very close to the narrowness of opportunities. Because if the competitor is strong enough, it will be possible to close the opportunity to seize the opportunity to compete, but on the contrary, if the competitor is weak, the opportunity will be quite easy to achieve.

2.4. Challenges and Obstacles Faced in Human Resource Planning in the Digital and Globalization Era.

The increasingly advanced development of the digital world brings changes to the business world and human resources to further maintain quality in order to achieve competitive advantage. Several important components are needed that must be possessed by the workforce in order to be able to compete. Intellectual intelligence, the ability to innovate, high creativity. The ability to adapt and communicate and the ability to cooperate with other parties need to be applied in facing the reality of competition in the future. Various challenges are faced both internally, externally, and individually. Advances in technology, economy, politics, legislation and efforts to increase productivity are challenges faced today. Therefore, human resource management understands about improving the quality of human resources. Managers should understand the goals and functions of human resource management, carry out responsibilities in managing existing human resources (Aris et al., 2023, Aristanto et al., 2023; Bungaran & Hartini, 2023; Hartini, 2021a; Hartini & Heri, 2021).

The critical challenges faced by organizations according to Ulrich (1998) as quoted in (Dhani Habibi & Hartini, 2023; Hartini, 2023a; Hartini et al., 2023; Sopian & Hartini, 2023; Widajanti, 2007) which require organizations to build new capabilities, these challenges are as follows.

1. Globalization

Globalization has a very strong influence on all aspects of life. Globalization creates changes and challenges in the scope of the world. Advances in science, transportation, information and technology make society interconnected between one country and another. Therefore, management in an organization is required to strengthen its position in competition, seizing every opportunity that exists. Efforts are made to improve capabilities, cooperate, and handle complex differences in global competition.

2. Profitability through Growth

Profitability has an influence on prices. If profitability increases, it will affect investors' decisions to invest in a company. The level of profitability is highly dependent on management policies in the company. Efforts to acquire new customers, develop new products, increase creativity and innovation, and improve employee skills are carried out to achieve the company's goals, including obtaining a high level of profit.

3. Technology

The rapid development of technology encourages activities to run smoothly so that the output produced increases. Human resources must be able to follow technological developments quickly and accurately. The availability of sophisticated equipment, knowledge in the field of technology will make it easier for workers to carry out all the demands of work that must be completed. Managers direct all resources to have skills in the field of technology and not be left behind by the changes that occur due to increasingly advanced technological developments.

4. Intellectual Capital

The intellectual capabilities of the workforce will have a positive impact on skills and the challenge for organizations is to ensure that they have the ability to identify, assimilate, develop, replace and retain talented individuals.

5. Many Changes Happened

In facing various challenges, companies must be able to adapt and follow and adjust to changes. Management must design a specific strategy in integrating strategic planning with human resource management needs in supporting the achievement of competitive advantage for the company. Furthermore, (Simamora, 1997) stated that a company's human resource planning will be effective if the quality and quantity of information are relevant and available for decision-making purposes. The implementation of human resource planning is expected to run effectively amidst global competition facing various challenges, namely:

a. Competitive Advantages

The challenge from a human resources perspective is to design a strategy to achieve sustainable competitive advantage. Competitive advantage can be achieved by a company in the short term because other companies that are competitors will try to develop the same strategy as the one being implemented. If the strategy implemented is weak, then competitors will easily imitate the strategy. Strategies that are different and difficult for competitors to imitate are included in the category of strong competitive strategies.

b. Business Strategy

Supporting the overall business strategy is a challenge faced by the company because top management will not always be able to communicate clearly about the company's business strategy, there are differences of opinion and uncertainty about the designed business strategy, and there are several different business units for large-scale companies.

c. Concentration on the Problem

Problems that occur within the company often become the focus of attention for managers, causing excessive concentration on routine problems that occur every day. In human resource planning, the challenge faced is how to obtain quality, visionary, and creative human resources in the future.

d. Unique Characteristics of Organization

Having something unique is a fundamental thing that must be fulfilled in facing competition. A unique business strategy will be difficult for competitors to imitate. Building a unique strategy is not easy to do, because competitors are very observant in seeing every advantage and disadvantage in the strategy implemented. A unique and difficult to imitate strategy is part of the advantages that are owned.

e. Environmental Changes

Environmental changes require companies to increase creativity and innovation in order to survive amidst the onslaught of competition. This is a challenge for planning, both for human resource planning, production planning, budgeting and marketing. The right strategy will bring maximum results.

f. Commitment

The challenge faced by the company is how to emerge as a winner in the midst of global competition. The company is committed to advancing the organization. The human resources department must be involved in business strategy planning at the corporate level. Determining the company's business plans and strategies involving the human resources department will lead to optimal performance improvements so that the company's goals can be achieved easily.

g. Action

Applying strategic plans into action is a challenge faced by companies. In addition, the inconsistency between the implementation of human resource planning and business strategy planning is an obstacle to the success of a plan that is difficult to realize. A good plan must be reviewed and tested first, then a decision is made regarding whether or not the plan is feasible to be implemented.

2.5. The Importance of HR Planning Strategy in Creating Organizational Competitive Advantage.

Companies that will compete in global competition must have a competitive advantage.(competitive advantage)compared to its competitors. Swierz and Spencer (1994) provide an understanding of competitive advantage, namely a unique position developed by an organization as an effort to defeat competitors. Meanwhile, Wright and McMahan (1992) distinguish competitive advantage(competitive advantage)according to the traditional view with sustainable competitive advantage(sustained competitive advantage)according to the resource-based view. According to the traditional view, the resources owned by companies in the same industry are purchased or easily adopted by other companies. Meanwhile, sustainable competitive advantage according to the resource-based view can be achieved if the resources and capabilities owned by the company are homogeneous, different from other companies or competitors, and other companies or competitors do not have the ability to obtain similar resources. Meanwhile, according to Gluck and Frederick. (1980) a company is said to have a competitive advantage if it meets the following characteristics:

1. Special competencies, for example having better quality products, having smoother distribution channels, faster product delivery, having a more well-known product brand.
2. Creating imperfect competition. In a perfect competition market, every company can enter and exit the market easily, so companies that want to find competitive advantage must exit the perfect competition market.
3. Sustainability, meaning that competitive advantage must be able to continue and not be interrupted.
4. Fit with the external environment. The external environment provides opportunities and threats to competing companies. Therefore, a competitive advantage does not only look at the weaknesses of competitors but must also pay attention to market conditions.
5. The profit obtained is higher than the average profit of other companies. Efforts to achieve competitive advantage for the company must be supported by all existing functions, including Human Resource Management. Walker (1990) states that there are four main characteristics that must be met by the HR function in order to support competitive advantage, namely

- a. Integrating HR activities with business strategy.
- b. Integrating HR processes with HR management processes.
- c. Integrating HR functions with business.
- d. Integrating HR measurement methods with overall organizational measurement methods. To achieve these four things, it is very important to start with effective HR planning activities.

Human resource (HRM) planning strategies provide sustainable competitive advantage to organizations in several key ways:

a. Integration of HR Planning with Business Strategy

Effective HR planning must be aligned with the organization's business strategy so that workforce needs and employee competency development support the achievement of the company's strategic goals. This integration ensures that HR becomes an intangible asset that is difficult for competitors to imitate, such as employee skills, character, and cognitive processes.

b. Employee Competency and Skills Development

Continuous training and development is essential for employees to adapt to changes in the business environment and technology. Customized training programs help improve competencies so that employees can make optimal contributions to the organization's competitive advantage.

c. Employee Placement Optimization

Placing employees according to their skills and potential increases productivity and work efficiency. It also supports career development and retention of quality employees.

d. Utilization of Technology in HR Planning

The use of HR information systems (HRIS) and other technologies enables more efficient management of employee data, supporting recruitment, training and performance appraisal processes effectively and quickly, so that HR decisions are more appropriate and responsive to market changes.

e. Building a Strong Organizational Culture

A culture that supports employee innovation, collaboration and self-development increases job satisfaction and loyalty, which contributes to sustainable competitive advantage.

f. Characteristics of HR Functions that Support Competitive Advantage

The HR function must integrate HR activities with business strategy, HR management processes, HR functions with the business as a whole, and HR performance measurement with organizational measurement to support overall competitive advantage.

In conclusion, an effective HR planning strategy includes integration with business strategy, competency development, optimal placement, technology utilization, and a strong organizational culture. This makes HR a unique resource that is difficult for competitors to imitate, thus providing a sustainable competitive advantage for the organization.

3. CONCLUSION AND SUGGESTIONS

3.1. Conclusion

Human resource management is one of the areas of general management that includes aspects of planning, organizing, implementing, and controlling. Human resources are considered increasingly important because in achieving organizational goals, various experiences and research results in the field of human resources are systematically collected with what is called human resource management. The term management means a collection of knowledge about how to manage human resources. To achieve optimal human resource meaningfulness, management with clear objectives is needed. Management objectives can be seen from the lowest level, namely the personal level (personal objective), up to a higher level, namely the functional objective (function objective), continued to the organizational objective

(organizational objective), and finally for the purpose of national and international community service (society objective). Human resource management considers that employees are the main wealth owned by the organization that must be managed well. Therefore, human resource management is more strategic for the organization in achieving the goals that have been set.

3.2. Suggestions

Thus the main discussion of this paper that we can present. We greatly hope that this paper can be useful for many people. Due to limited knowledge and references, the author realizes that this paper is still far from perfect. In the future, the author will be more focused and detailed in mentioning more sources and of course can be accounted for. Therefore, constructive suggestions and criticisms are highly expected so that this paper can be compiled to be even better in the future.

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