



## FACTORS THAT INFLUENCE PLANNING OF WORKERS AREA - NINATI DISTRICT AT BOEVEN DIGOEL PAPUA

**Richardus Benekdiktus Kutmop, Nurdin Brasit, Maat Pono**

Magister Management, Faculty of Economics and Business, Hasanuddin University 1; [richardbenediktus@gmail.com](mailto:richardbenediktus@gmail.com)  
Faculty of Economics and Business, Hasanuddin University; [djabirth@gmail.com](mailto:djabirth@gmail.com)  
Faculty of Economics and Business, Hasanuddin University; [maatpono@yahoo.com](mailto:maatpono@yahoo.com)

\* Correspondence author: [richardbenediktus@gmail.com](mailto:richardbenediktus@gmail.com)

### Abstract

This study is entitled "*Factors Affecting Employee Planning in Work Areas - Ninati District, Boeven Digoel Regency, Papua*". As for the Purpose of this Study 1) how the factors influence employee or workforce planning, and 2) what are the obstacles in planning employee happened. This research method is qualitative with the main aim of describing or depicting in detail and in depth about workforce planning in the area of Papua's Ninati Boven Digoel District. Data collection techniques in this study using semi-structured interview techniques and observation. Data analysis in this study uses interactive model analysis from Miles and Huberman which includes the stages of data reduction, data presentation and data verification or drawing conclusions. The results showed that the basic theory of management in terms of planning, is still not fully applied in work planning planning in the Ninati district government, especially in the area of operations. The tendency is to let the planning process drag on due to lack of coordination, communication, unfocused, and overlapping work. The informants and informants have revealed shortcomings and suggestions that are the same as what has been delivered in previous years. No action has been taken to improve the quality of the process. The conclusion of the study is that workforce planning has not been carried out properly, where the results of planning can still be questioned for its validity. The lack of communication frequency causes the process to be inefficient, and the process is less than optimal. Theoretical advice is to improve the stages of the implementation of workforce planning with the approach of management planning theory, optimize problem identification activities, increase the frequency of communication between districts and between levels so that all plans from each area can be well integrated.

Keywords: Employee planning, inhibiting factors, management planning.

### INTRODUCTION

The world of employees and employees will always face various problems in the process of his journey. Many things can become obstacles and obstacles that interfere with the existence and sustainability of the business structure of a government or district government. Transforming environmental conditions, the presence of new competitors, the emergence of new standards, changes in community demands and other things that are part that must be anticipated by the district government to survive. For that preparation, employees or human resources must continue to try to be present in order to create excellence, both in terms of service and performance.

Employee performance employee performance can be made as achievement and result of implementation of a series of tasks(Firmansyah et al., 2020); (Fatma et al., 2020). An employee has a good performance if that employee is able to do the same work or exceed the

standards or criteria that have been set together in the organization(Hardiyono et al., 2017); (Junaidin et al., 2019); (Guswandi et al., 2020)

Effective and quality human resources need to be realized for a strong and sturdy organizational building in order to continue to exist and not be melted by time. An organization, according to Riva'i (2004) "without the support of employees / employees who are suitable both in terms of quantitative, qualitative, strategic and operational work, the organization / district government will not be able to maintain its existence, develop and advance the organization in the future" . It is at this stage that management steps are needed to better ensure that the right employees are available to occupy various positions, functions, jobs that are in accordance with the needs in an organization or government structure. Without the support of appropriate employees both in quantitative and qualitative terms, the organization will not be able to maintain its existence, develop and advance the organization in the future, (Reilly, P. 1996)

Placing appropriate, appropriate and proportionate people in functions and positions in the organization is key to employee planning. The Ninati District in Boven Digoel, since its establishment to date, the number and composition of planned employees can be influenced by the design policy of governance structures at the elite level, where the value of service plans or services that are influenced by community needs becomes a reference for service planning for the coming year, including for the next 5 years employee planning strategy. In general, the aim of the government is to maximize the development of the staffing portfolio to improve its welfare or in other words the maximum profit with minimal capital.

The service target tends to increase every year and the number of employees who should follow the target development needs of the community, but the reality is not like that, the trend of the actual number of employees does not follow the pattern of service target trends every year. Estimates and forecasts of planned service targets or community needs to other administrative issues at this time will be a support and be a reference for the calculation of employee recruitment planning. The number of services and estimates of social problems in 2020 will show that the number of services and service targets tends to increase, while the number of employees varies and actualization does not always follow the graph of an increase in the number of services in the community. In employee planning is not always affected by service plans and targets, but there are factors that influence, such as growth factors, the surrounding environment and factors that can affect government performance indirectly (internal factors and external factors). The Ninati Boven Digoel District for the next 5 years is very positive, challenging and developing in a better direction. By setting a service target that is greater than in previous years, the Ninati Boven Digoel District in 2024 will increase the capacity of services for the community than it currently has. For wider coverage areas and easier community access, it will also be expanded by accelerating services that go directly to remote areas without having to go to the district office. One concrete example that is happening right now is that infrastructure has been built in the form of provincial roads that will facilitate community or government access to several research and development projects to get convenience for the community.

Recruitment of employees is one of the most important programs carried out by the regional and national governments. It is important to plan prospective employees to suit the needs of the government, especially in the Ninati Boeven Digoel district. This is of course for the effectiveness and efficiency in helping the realization of the objectives of the government itself. How in the future employee planning can produce optimal numbers is an interesting thing to disclose. As a government with almost daily work routines, Ninati District employees need professional skilled workers who can provide maximum contribution, and can be developed continuously in accordance with work needs. This employee planning concept can be said to be the driving force of all processes related to work services. Fast, precise, efficient planning and clear and effective structure, are the main objectives of the employee recruitment planning process. The purpose of this study is to gain more knowledge, in order to improve the quality of future employee recruitment.

## **LITERATURE REVIEW**

### **Prior Research**

C. Huber's (2012) with the title of the thesis: "Strategic Workforce Planning in Dutch Organizations - a contingency perspective". Based on the results of research conducted, it was found that the need for a review and more research on the factors that influence the needs of the workforce for the needs and further actions in the organization, in order to meet the objectives of the strategic workforce planning itself. Factors outside the context of strategic workforce planning can be tested to meet the level of accuracy of results, including the most ideal approach or agree with the conclusions of current research, which states that the basic process of strategic workforce planning is best practice related or results from the experiences that contribute directly to the conditions of the process

Jonas Andersson, Henrik Avasalu and David Gabrielson (2002) with the thesis title: "Human Resource Planning - A Case Study Based Analysis of the Extent to Which Organizations Plan for Human Resources in the Contemporary Business Environment". Regardless of the size and type of organization that underlies the background of workforce planning is to have the right people, the right skills, the right placement, at the right time. But the way to realize this goal is not much different from one organization to another, depending on the individuals in the organization. This can be illustrated by further detailed patterns for finding the right person, with the right skills. It is an important condition to be able to have them in the right place at the right time. Organizational development, as well as streamlining the organization must be able to focus on the concept of proper placement of people and skills.

### **Definition of Planning**

What is planning? How important is planning for an organization, such as what is the ideal planning for an organization? These questions the author tries to be able to be explained descriptively and narratively, so that it is more easily understood and understood.

Planning is a process of defining organizational goals in making or formulating strategies to achieve a goal, and developing work plans for organizational activities. Planning is one of the most important processes of all management functions because without planning, other functions in organizing, directing, and controlling cannot run properly.

Plans can be in the form of informal plans or formal plans. An informal plan is an unwritten plan and is not a shared goal of the members of an organization. While the formal plan is a written plan that must be implemented by an organization within a certain period. A formal plan is a joint plan of a corporate member, that is, each member must know and carry out that plan. A formal plan is made to reduce ambiguity and create an understanding of what needs to be done.

### **Purpose of Planning**

Planning must have a goal, without the aim of a process will not have meaning and value. Following this, Stephen Robbins and Mary Coulter put forward many planning goals. These objectives can be described as follows:

1) Providing direction for both managers and non-managerial employees. With plans, employees can find out what they need to achieve, who they need to work with, and what needs to be done to achieve the organization's goals. Without a plan, departments and individuals may work independently, which will result in less efficient organizational work

2) Reducing uncertainty. When a manager makes a plan, the manager will be forced to be able to look far ahead, predict changes, predict the effects of these changes, and plan to deal with them.

3) Minimizing waste. With work that is directed and planned, employees can work more efficiently and reduce waste. In addition, with a plan, a manager must also be able to identify and remove things that can cause inefficiency in the company

4) Setting objectives and standards used in the next function, namely the process of controlling and evaluating. The evaluation process is the process of comparing plans with existing realities. Without a plan, managers will not be able to assess company performance.

### **Planning factors and time**

Planning is one of the functions of management or management including communication management, both in terms of the process, form and components or elements.

From the perspective of the process, management includes elements in management, both completely and simply. In full these elements consist of development research; planning; organizing; implementation / communication; monitoring or supervision; and assessment. In short, these elements are known as POAC (Planning Organizing, Actuating and Controlling). Each element must be able to be defined both logically and academically. From each definition each element / component must not overlap. The management process, can be in the form of a circle (cycle) including the communication process.

From the point of view of the object, planning requires factors for its implementation, namely man, money, material, and methods to achieve the goal.

In addition to the process factors and objects also must be considered components in the communication process, such as communicators, messages, media, communicants, effects, feedback, goals, and the environment that also influence it.

The basic concept of planning, especially concerning understanding is a strategic step in mastering the concepts and indicators of the planning itself.

## **RESEARCH METHODS**

### **Research Approaches and Types**

Research conducted using a descriptive qualitative approach to the process of employee or workforce planning strategies (Workforce Planning Strategies) in Ninati District, especially at the lowest operational decision-making level, namely leadership at the elite level. All data is collected through an interview process for all actors involved in the decision making process for each workforce planning. After that the existing data will be proven to be validated by justifying the triangulation method.

### **Management of the Researcher's Role**

Referring to Bufort Junker about 4 (four) researchers' roles, as cited by Basrowi and Suwandi (2008), the researcher takes the role of a full participant, in which the researcher performs the role of the actor and as a researcher, and observes the subject of research clearly, and still further carry out the observation function. In this study, researchers also provide an assessment of the observations, including being involved as part of the observations as well as participants / actors as well. In the process of observation later, the research informant will know the presence of researchers and it is recommended that researchers exist during the research process, both in interaction through interviews and direct observations in the field.

### **Research sites**

This research will be conducted at five departments in Ninati District, Boeven Digoel Regency, Papua. As an area of staffing and an area that contributes greatly to the circle of public services in Ninati District, these five departments, especially the area of staffing and planning, can provide service outputs and cover a wide range of different areas. This is unique in every workforce planning process for the area.

### **Data source**

Data collection was carried out and collected from all decision makers in the planning and staffing departments. Source of data generated is the result of the process carried out every year, which certainly will not be the same for each area, depending on the extent of their knowledge and experience in the planning process. In this case, the implementation of management planning and leadership skills are the main factors.

While the population is a generalization area consisting of objects or subjects that have the quality and characteristics that have been determined by researchers for further

study so that a conclusion can be drawn. Population is not just the number of objects or subjects studied, but includes all the characteristics or properties possessed by the subject or object (Sugiono, 2013: 80). In this study the population is all district employees under the auspices of the government of Bouven Digoel Regency, amounting to 118 employees.

The sample is part of the number and characteristics possessed by the population Sugiono (2012: 118). The sample in this study is a saturated sample so that the number of samples is equal to the total population of 118 employees.

### **Data collection technique**

In accordance with the type of data, this study uses interview, observation and documentation data collection methods. These three methods of collecting data are characteristic of qualitative research. Bogdan and Biklen (2003) write that qualitative research and those that most embody the characteristics we just touched upon are participant observation and indepth interviewing.

Thus, data collection by interview will be carried out by the method of key person or indepth interviews (in-depth interviews), in the sense that all data sources will be interviewed and the results of the interview will be documented for further qualitative analysis. All matters relating to the employee planning process include those related to objectives, the initial steps starting from the analysis activities, the planning process, the calculation and organizing process, to the actualizing and controlling analysis, will be questioned and will be documented for later qualitative analysis.

### **Data analysis technique**

According to Azwar (2010) the data analysis method is a method used to process and analyze the results of research to be the basis for drawing conclusions. Analysis of the data already obtained is intended as a way to organize the data in such a way that it can be read and can be interpreted.

Miles and Huberman, 1984 (in Sugiyono, 2008) suggested that the activities in qualitative data analysis were carried out interactively and continued continuously until they were finished, so that the data was already saturated. Activities in data analysis, namely:

1. Data reduction. Data reduction is summarizing all the data that has been obtained from the field, selecting the main points, focusing on the important matters, looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to do further data collection, and look for it if needed.

2. Presentation of data (data display). Namely a description of a collection of information arranged that will make it easy to understand what is happening, plan further work based on what has been understood. The most frequent presentation of data in qualitative research is narrative text.

3. Conclusion drawing / verification (conclusion drawing / verification). The initial conclusions put forward are still temporary, and will change if no supporting evidence is found at the next stage of data collection. But if the conclusions raised at an early stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then the conclusions put forward are credible conclusions.

The data analysis of this research uses an interactive model where the components of data analysis (which includes reduction, presentation of data, and drawing conclusions) interactively interact during and after data collection, Miles & Huberman 1984 (in Sugiyono, 2008).

### **Check Validity of Findings / Conclusions**

Before analyzing and interpreting the data, the validity of the data is first carried out. In the research to be examined the validity of the data using credibility criteria. To enhance the level of credibility of the research results, a data validity checking technique was carried out. The validity of the data in this study was carried out with an extension technique in which the researcher stayed in the field of research to obtain as much data as possible. With the extension of participation, the degree of trust in the data collected can be increased.

The data obtained through observations, interviews and documentation are so numerous and complex and still mixed, so a reduction is made on these data. In this reduction process a selection is made to select relevant and meaningful data, which leads to problem solving, discovery, and meaning to answer questions. Likewise the researchers' treatment of the transcript the writer took as research data, then the researcher will, enter into the research report.

The process of selecting data leads to problem solving, discovery, meaning, and simply formulated, arranged systematically by highlighting things that are more substantive. It is hoped that this way will give a sharp abstraction about the meaning of findings in the field.

## **RESEARCH RESULT**

### **Description of Research Areas**

The area of research carried out focuses on the most important area in the Boven Digoel administration, namely the Ninati District. Ninati District is one of the districts bordering Papua New Guinea. This area is located between 4 degrees 98 ' - 7 degrees 10' South Latitude and 139 degrees 90 ' - 141 degrees East Longitude.

Ninati District which has thousands of Cities Ninati District is 133 Km from the capital of Boven Digoel Regency. In the Regional Development Planning Board of Boven Digoel noted that this area is located at an altitude of 71 meters above sea level or DPL. The area is around 5.8% of the total area of the district or around 287.07 square km. The Ninati region is a unique area because it borders Papua New Guinea (PNG) on land. With humidity ranging from 26-27 celcius, Ninati is one area that is quite hot during the day.

Since it was inaugurated in 2005, Ninati District has 5 settlement areas to date. The sub-district capital is Ninati (Perda No. 25/2005), and the other villages are Yetetkun (Perda No. 25/2005), Kawaktembut (Perda No. 13/2008), Tembutka (Perda No. 13/2008) ), and Timka (Bylaw No. 13 of 2008).

In a survey conducted by the National Labor Force (AKN) in August 2017 summarizes a number of data of workers in the Boven Digoel District which is quite influential in the economic situation of this region. AKN records for example the number of workers who are self employed or own account workers as many as 6,988 workers, Trying to be assisted by non-permanent / unpaid workers / paid workers as many as 680 workers, Labor / Employees / Employees or Regular employees as many as 12,393 workers, Casual workers or Casual employees as many as 429 workers, and Family / unpaid workers or Family workers / unpaid workers as many as 4,249 workers.

Ninati District, which has 5 village areas and a sufficiently large population, requires that the district government inevitably has to increase the number of employees as community servants and carry out the process of moving the pace of government. This will help in developing and advancing the pace of economic and political growth in the Ninati Boven Digoel District, Papua.

As with other regions or districts that are scattered throughout the archipelago, Ninati District carries out processes or stages in recruiting employees. Together with the local government and community, the Ninati District has strategic steps for the next five years to produce professional and progressive government services and work.

### **Description of Research Results**

The steps taken during employee planning depicted in Figure 5 begin with a schedule released by the Finance department.

Based on the previous schedule, the Human Resources department in collaboration with the Ninati Boven Digoel District recruitment selection committee must have planned the employees in accordance with the process flow and obtained the results of the plans of employees from all areas before the schedule for submitting data to the Regional Administration Agency is carried out. Starting from planning, registration, data provision, data distribution, internal coordination, determining the schedule of meetings, reviewing data

by area, to produce detailed strategic plans for the next 5 years. Before the schedule for submitting the results of the planning to the department of trust or Bkd, everything related to administration and the preparedness of the committee must be on standby.

This schedule is given simultaneously and simultaneously with other regions in Indonesia, under the coordination of the Central BKN, one of which is the Boven Digoel Regional Pansel, so that from the preparation side it is felt to be sufficient. Do not forget to share information about the strategic plan of the local government for the next 5 years carried out to the district leadership by the management and become a reference and consideration for planning in each area.

After the schedule is obtained by all actors and interested parties, the next step is to distribute information to all departments as Human Resources department representatives in the area of the department, and the information is brought to each area to be used as a source of information to be processed and developed for later reference. the basis for developing employee planning. The information that will be supplied to the area consists of employee identity information, employee level, cost center of the employee and employee position. Sometimes Bkd wants more information than they need to, because of the needs of their work processes, one example is the position history of each employee or the data hierarchy of the organizational structure of each employee.

The next step is to analyze the needs of the district government, verify the data, calculate the number of employee needs, and determine what positions are needed. If there is a change in the organization, the area is required to provide an organizational structure that has been signed by the area leader in accordance with the organization change policy.

The next important step is to bring all the results of the employee plan to the Central BKD in order to obtain approval for how many employees and how many planned employee costs are needed. If the Central BKD decision states that the employee plan or employee costs must be revised, then the results of employee planning will be returned to the BKD in the area for a review of the number of employees and the level of distribution of each number of employees, then recalculated how much the costs must be budgeted, whether has reached the target of the revision. The top step of the whole process is recording the details of employee costs and budgets into an accounting system called khalix.

Referring to the process and steps that have been described and illustrated in the picture above, that the main actors of this process are the Workforce Planning Coordinator and Human Resources Business Partner. Where their role and contribution is to assist areas in matters relating to workforce planning, such as providing data as material, scheduling meetings, assisting areas in analyzing employee data, to overseeing the recruitment process.

In this descriptive qualitative study, the author will conduct interviews with several department leaders, informants and resource persons, one of whom is a practitioner in the Human Resources department of the Boven Digoel area, who of course is experienced, and has an indirect contribution to the planning process employee.

The author will also take resource persons from 3 section heads at the level of General Manager, several informants who have different roles and a Senior in the area of regional government who plays an important role and oversees an area, where the area is the beginning of the production process, namely Mines and Exploration In accordance with what has been explained in the research method, in the previous chapter, the results of the study of interviews and observations were validated and re-proved the validity of the data using the method of triangulation of data sources.

From the explanations given by the informants, it can be concluded that the problems that occur in the planning of employees in the Ninati Boven Digoel District are as follows.

#### a) Schedule of Planning (Schedules)

Sometimes the schedule provided is not in line with existing resources, due to their availability or they are more focused on other tasks and jobs that have been previously assigned. So sometimes the responsibility and authority of the planning agent is given to people who are not capable (temporary assignment), and this results in a prolonged process due to lack of knowledge to process the planning.



b) Clarity

Clarity is absolutely necessary in the planning process. By getting clear directions, information in the form of targets must be translated top down. Clarity is difficult to obtain. Some of the causes are information that is biased, due to communication problems, delivery techniques, and the main difference is in translating. It can be concluded that clarity can refer to a person's ability to clearly visualize an object or concept, in terms of thinking, understanding, and ideas of visual perception.

c) Data Validity (Validity of Data)

Often information that is supplied and distributed by Human Resources Business Partners, is considered invalid and not updated. This has an impact on the longer process of planning due to the additional process of verifying every existing data on the latest conditions and adjusting it to the field conditions.

d) On time

Planning that overlaps with the main work makes planning actors not focus on the planning process. This happens if the planning schedule intersects with the main work, for the operational area is production. Including external factors, which is one factor that is difficult to avoid. A final decision that has been mutually agreed upon, may change midway due to an undesirable thing, and cannot be avoided. As a big challenge to be able to plan the amount of workforce in the future, by taking into account and considering the factors that will influence the decisions that have been taken.

e) Integrated

From the explanation of the General Manager of the Boven Digoel System previously, it can be concluded that the integration of actors in the same business process with the characters of different actors, so that it can be integrated into one form the same up to the top level of management. Integration can be said to be a process, in which the results of several different methods for the same purpose can be united, equated, and adjusted into a single unit.

f) Communication

The key to the success of running a process is communication, where communication can be done through several different processes, such as direct communication, conversation via telephone, via email or face to face. What has been described by the General Manager of Finance Operations and Reporting, towards the execution process of work planning planning is any form of follow-up from the results of meetings that have been carried out, if there is no clear coordination through communication between the Human Resources Department and the area, then what has been done had previously become less meaningful, which resulted in doubts over the lack of communication between them.

g) Organizational Changes

Internal factors that often disrupt the workforce planning process are changes in organizational structure that are carried out in the middle of the workforce planning process. Where information on changes has been announced, but has not been updated in the Human Resources system, resulting in the information provided to be used as a reference is invalid and must be revised, then the information must be validated one by one. The organizational change that was announced in the midst of the employee planning process was carried out as shown in the figure.

h) Redundancy

It was revealed from the results of discussions with the workforce planning and Manager of Compensation and Benefit actors that there was a redundancy of work between the Human Resources Business Partner and other parties as a third party, in this case PCP Coordinator (Production Control Coordinator), who intervened in the decisions that had been obtained by Human Resources Business Partner to higher level decision makers, in this case COO (Chief Operating Officer). So there is a post decision decision information that has been obtained, where the information is not known by the Human Resources Department. This makes the Human Resources department's functions meaningless or can be said to be "missed information". In Figure 1 shows the communication that occurs because the agreed final figures differ from those produced previously.



From: Manan, Natal (Sorowako)  
To: Febriany (Jakarta); Mochamad, Yudi (Sorowako)  
Cc: Imanto, Bernardus (Sorowako); Pires, Josimar (Sorowako); Savuwan, Arief (Sorowako); Sandi, Bobi (Jakarta); Bayu, Widyanto (Jakarta); Tan, Ken (Jakarta); Dewantara, Wayan (Sorowako)  
Subject: RE: WFP Summary (Permanent Employees) 2014 - 2018  
Message: Empl Cost calculation.xls (26 KB)

		2008A	2009A	2010A	2011A	2012A	YTD June 2013	2013B	2013F	2014B	2015B	2016E	2017E	2018E
Workforce	#	5,797	5,238	5,234	5,542	5,649	5,363	5,502	5,312	5,571	5,735	6,106	6,415	6,436
Permanent Employee	#	3,610	3,312	3,136	3,191	3,161	3,223	3,362	3,172	3,321	3,485	3,856	4,165	4,186
Permanent Contractor	#	2,187	1,926	2,098	2,351	2,488	2,140	2,140	2,140	2,250	2,250	2,250	2,250	2,250

  

**NEW NUMBER**

		2008A	2009A	2010A	2011A	2012A	YTD June 2013	2013B	2013F	2014B	2015B	2016E	2017E	2018E
Workforce	#	5,797	5,238	5,234	5,542	5,649	5,363	5,502	5,550	5,549	5,743	6,450	6,777	6,796
Permanent Employee	#	3,610	3,312	3,136	3,191	3,161	3,223	3,362	3,300	3,319	3,483	4,057	4,340	4,361
Permanent Contractor	#	2,187	1,926	2,098	2,351	2,488	2,140	2,140	2,250	2,230	2,260	2,393	2,437	2,435

  

**VARIANCE**

		2008A	2009A	2010A	2011A	2012A	YTD June 2013	2013B	2013F	2014B	2015B	2016E	2017E	2018E
Workforce	#	0	0	0	0	0	0	0	238	-22	8	344	362	360
Permanent Employee	#	0	0	0	0	0	0	0	128	-2	-2	201	175	175
Permanent Contractor	#	0	0	0	0	0	0	0	110	-20	10	143	187	185

Figure 1. The difference in headcount numbers before and being updated resulted in cost variances for the proposed 2014-2018 budget.

## Discussion

In conducting this research the researcher is in a position to be directly involved in the work planning planning process. The author has been given the trust since 2016 by the Ninati Boven Digoel District to hold the position of Coordinator of Employee Planning, so that during this time the writer also recorded, made observations, and evaluated work planning planning, so that it is expected to provide appropriate inputs to the target. How employee planning can produce accurate and reliable information is to improve the ability to translate workforce planning practices and theories into real workforce planning. Workforce planning ideal practice in detail can be described as follows.

- Must begin with understanding the objectives of government
- Information sources should not be ruled out but must be taken into account as references, such as employee productivity, demographic composition, employee experience, and the potential of existing workforce
- Forecasting, making annual estimates or forecasting approved by superiors
- Describe and estimate the next steps for the annual forecast, such as the ability to carry out recruitment, the selection process, employee development, the number of employees who will complete their contract period and the number of workers who will retire

These steps are steps towards a better planning step, Russell L. Ackoff et al. (1969)

The following factors are the results of interviews with informants, related to the experience of researchers and opinions from previous research.

- Scheduling, for some cases that occur, scheduling is something that does not interfere with one's activities. Scheduling will have problems if the agenda contained in the scheduling intersects with another schedule. This situation will make a person must be able to make decisions, will choose to do what work, and must give a priority scale of work. Workforce planning in the Ninati District is work that is done once a year, wherein the planning is work that is carried out by area leaders together with people who play an important role in the area. Workforce planning is a work that is related to many people and has an agreement with each other. If the scheduling conveyed overlaps with the existing schedule for other work, then further strategies and planning are needed, to be able to allocate time and resources to the plan to be scheduled. In essence, the best scheduling is scheduling that is agreed to by various parties consequently
- Data validity, information is important in all business workforce planning. Without information, decision makers have no basis for being able to make decisions. If the information obtained is not true, it will result in decision making to be incorrect. The effect of information on workforce planning is that information has a significant impact on preparing the size and type of employees that will be needed in the future (PT Dammage 2011, Glyn,

2005; Haddadj & Besson, 1998; Harvey et al., 1999; Karanassou et al., 2007 ). Another thing is also conveyed that information is something that is very valuable in maintaining the number of employees or planning the number of employees consisting of various types. Information also has an important role in preparing employee plans for business expansion needs, as well as organizational restructuring plans (P.T. Dammage 2011, Maynard, 2006; O'Brien-Pallas, Birch, Baumann, & Murphy, 2001)

c. Redundancies, doing the same work, the same goals of work. A thing that can happen in an organization. It would be different if this was done by two actors from different departments. When job redundancy makes the job responsibilities unclear, the next step is to escalate to a higher level to get clarity about responsibilities and segregation of duties.

d. Communication, is the most important thing in organization. A plan for organizational development really requires effective communication between the Human Resources department and the area as stakeholders and their inputs (CIPD, 2010)

e. Clarity, is something that must be obtained before carrying out a process. Strategic planning with targets and goals for the next few years, must be clearly translated, and conveyed to all actors involved in the workforce planning process.

f. On time, a protracted workforce planning process can disrupt the main functions of the organization. To prevent this, extra effort is needed, aside from the limited amount of human resources and knowledge, wasted time is what makes performance value decrease. External factors are other factors that can affect, such as the exchange rate of the rupiah against the dollar or nickel selling price is not as expected.

g. Measured (Measureable), measuring the process is an ideal thing that can improve the quality of a process. If the actors involved in Workforce planning are measured from all aspects that can be measured such as the accuracy or precision of the plan to the actual, target time, and total success of the planning, then the results of this measurement can be a scorecard for the performance of the actors, and certainly will improve the quality of workforce planning and become an advantage for the company.

The following is a further explanation of the results of research on interviews conducted and explains the difference between challenges and "enablers" in employee planning (CIPD, 2010). For this reason, researchers will explain the meaning of "enablers", "enablers" is a form that allows something to happen and supports the possibility to occur.

a) Unclearity, in which the "enablers" are a conversation conducted to further explore future needs between the area, HR and the Finance department.

b) A changing strategy, the "enablers" are by appointing someone as a workforce champion in each area, so as to give more trust to the area to be able to accept change.

c) Focus on operational planning and long-term cost budget planning or focus too much on strategic planning directions, where the "enablers" are having a better process, which allows everyone to provide information and the information is conveyed by actors in in business.

d) Separation of processes so that planning does not really require information which results in increased business, where the "enablers" are HR and line areas work together in understanding the needs of people in the future.

e) Failure to develop responsive plans to adapt to changing environments, where "enablers" are required to understand the difference between demand and supply for employees.

f) Low quality data, where "enablers" are good quality, reliable data with adequate analysis that is useful for business needs.

g) Too focused on the process of calculating how many people are needed and do not have enough capacity and potential to develop new skills and abilities in the future, where the "enablers" are leaders who work based on information and data as a basis for decision making

h) An overcomplicated system or trying to do too many new things and making decisions too fast, where "enablers" are doing regular planning with a clear cycle and reviewing problems based on feedback into the planning process

i) Lack of planning for skills required by employees and good guidance that can be an example of employee planning, where "enablers" are developing employee knowledge and planning skills at managerial level

Based on the results of this study it can be concluded that the factors that most influence the implementation of workforce planning are the people involved in the planning process itself, as actors of planning. Factors such as inadequate preparedness so unfocused, inadequate information, decision making taken by people who are not right, and top level management who do not have sufficient skills in terms of providing decisions and suggestions to actors in the process, Peter Inganga Buluma et al. (2013).

Constraints faced are based on the problems revealed in the research delivered by the resource person on employee planning including:

1) Lack of proper preparation of employee planning, employee planning is one of the annual functions of each area of the organization to be able to meet the needs of employees and required employee criteria, so preparation is an important thing and must be done before planning is done, like one of them prepare data and human resources assigned to the process.

2) Integration is a standard process that must be done so that sub-areas that are interconnected in business processes can interact properly in a single business process with greater scope.

3) Lack of knowledge of the workforce planning process, the results of the study show that some people involved in the planning process do not have good skills and sufficient knowledge of employee planning.

4) Strategic plans that are still high level are difficult to translate into more detailed forms. This results in long-term targets that cannot be planned more specifically, so that the development of individuals within the organization is still uncertain.

5) There is no implementation of change management, where many changes occur during the process. Change management is needed to be able to manage the consequences made during the planning process and its changes.

6) The workforce planning process is not yet supported by a computer-based system, this is an obstacle in integrating information sourced from several different areas. Doing the manual process will have an impact on the length of the planning process.

## CONCLUSION

The results of the research conducted show that the existing workforce planning theories, in line with the results of the study or in other words there is no conflict between this research with the theories obtained. Theories and results from previous studies, tend to disclose characteristics that are almost the same as what happened in the research area of researchers, namely the District of Ninati Boven Digoel Regency.

Summing up from what has been explained by each of the sources and informants before and the results of the study, shows that the factors and constraints that occur and make work planning planning is not optimal is more due to the basic things that are prerequisites for being able to do an planning, as follows.

First, caring. This is needed so that the planning actors can care more about the process at hand, without concern, the planning process will become an ordinary event carried out without direction and purpose.

Second, the separation of duties and responsibilities, the planning actors must know the extent of their roles and the extent to which they can go further. Third, focus. This is a difficult thing to do and has an important role in the quality of the planning process. By not focusing on a job will make mistakes possible to occur. Fourth, coordination. This activity is the basis of an organization with planning. Without coordination, the results of one process will be of no use to others. Finally, the individual capabilities of the government system itself must at least be able to be improved and developed from what is currently available.

Another thing that must be done to be able to produce accurate and reliable results is by improving data quality, data distribution to the right people involved in the planning process, coordinating more incentives, increasing communication frequency, and conducting feedback processes for the validity of the data to the process actors. Careful preparation and things that should have been known beforehand in carrying out organizational activities, where only extra effort and strong reinforcement can encourage improvement in the quality of work planning planning. Of course, it involves all entities starting from the top leadership level to the lowest leadership level, and must have more ability and reasoning level to be able to do the right planning.

## BIBLIOGRAPHY

- Andersson, Jonas. Avasalu, Henrik. Gabrielson, David. 2002. *Human Resource Planning - A Case Study Based Analysis of the Extent to Which Organizations Plan for Human Resources in the Contemporary Business Environment*. Master of International Management. Göteborg University: Gothenburg.
- Andrew E. Sikula. 2000. *Manajemen Sumber Daya Manusia*. Erlangga. Bandung.
- Anwar Prabu Mangkunegara. 2000. *Manajemen Sumber Daya Manusia*. Penerbit Remaja Rosdakarya; Bandung.
- Anwar Prabu Mangkunegara. 2003. *Perencanaan dan Pengembangan Sumber Daya Manusia*. Penerbit Refika Aditama: Bandung.
- Basrowi dan Suwandi. (2008). *Memahami Penelitian Kualitatif*. Rineka Cipta: Jakarta.
- Basu Swastha dan Irawan. 2000. *Manajemen Pemasaran Modern*. Edisi Kedua, Cetakan Kedua, Penerbit Liberty: Yogyakarta.
- Buchari, Zainun. 2000. *Manajemen dan Motivasi*. Balai Aksara: Jakarta.
- C. Huber. 2012. *Strategic Workforce planning in Dutch organizations – a contingency perspective*. Master's Thesis Human Resource Studies. Tilburg University: Tilburg
- CIPD (Chartered Institute for Personnel and Development), (2010a), *Workforce planning, right people, right time, right skills*, CIPD: London
- CIPD (Chartered Institute for Personnel and Development), (2010), *Reflections on workforce planning*, CIPD: London
- George R. Terry. 2003. *Prinsip-Prinsip Manajemen*. Bumi Aksara: Jakarta.
- Fatma, N., Finatry, I., Hardiyono, & Furwanti, R. (2020). PENGARUH GAYA KEPEMIMPINAN, DISIPLIN KERJA DAN MOTIVASI TERHADAP KINERJA PEGAWAI PADA DINAS PERDAGANGAN DAN PERINDUSTRIAN KABUPATEN GOWA. *Jurnal GeoEkonomi ISSN-Elektronik*, 11(1), 90–101.
- Firmansyah, A., Maupa, H., Taba, I., & Hardiyono. (2020). *The Effect Of Work Motivation , Work Environment , a and nd Work Discipline On Employees ' Performance Of Samsat Office , Makassar*. 2(2), 72–78.
- Guswandi, G., Nursyamsi, I., Lasise, S., & ... (2020). Improving Performance: Motivation of Public Service Officers and their Commitment. *Hasanuddin Journal of ...*, 2(2), 51–56. <https://feb.unhas.ac.id/jurnal/index.php/HJBS/article/view/332>
- Hardiyono, H., Hamid, N., & Yusuf, R. (2017). *The Effect Of Work Environment And Organizational Culture On Employees' Performance Through Job Satisfaction As Intervening Variable At State Electricity Company (Pln) Of South Makassar Area*. 40(Icame), 86–96. <https://doi.org/10.2991/icame-17.2017.7>
- Junaidin, Ikham, A. A., & Hardiyono. (2019). Pengaruh Work Life Balance Terhadap Burnout Dan Kepuasan Kerja Karyawan ( Studi Kasus Pada Perusahaan Listrik Negara ( Pln ) Area Makassar Selatan ). *MANDAR (Management Development and Applied Research Journal)*, 1(2), 27–34.