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STAFF  
(A Case Study at the Faculty of Education and  
Teacher Training of UIN Ar-Raniry Banda Aceh)**

**Sufriadi**  
*Universiti Utara Malaysia*

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**THE EFFECTIVENESS OF HUMAN RESOURCE PLANNING ON THE  
ADMINISTRATION STAFF**  
*(A Case Study at the Faculty of Education and Teacher Training of UIN  
Ar-Raniry Banda Aceh)*

**Sufriadi**

Universiti Utara Malaysia  
Email: [sufriadi\\_2006@yahoo.co.id](mailto:sufriadi_2006@yahoo.co.id)

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**Abstract**

*This research aimed to determine the planning arrangement, the implementation effectiveness and the efforts to overcome the obstacles in the planning and implementing human resource planning on the administration staff at the Faculty of Education and Teacher Training of UIN Ar-Raniry Banda Aceh. Administration and human resource management are the capital of the development in which the purpose of it is to gain the improvement in all aspects. Human resources are very valuable that require a serious planning when adopted into an organization. Human resources are known as a crucial component, recognized as a universal element in the organization effectiveness and a key to a competitive profit source. Besides giving an excellent service to the society, the task of human resources is to complete all the programs or the activities related to the government policies that affect human welfare in positive ways. The research used the qualitative method with case study design because the focus of this research was the specific phenomenon, the human resource planning on the staff administration.*

**Keywords:** *Effectiveness, Human Resources, Administration Staff, Planning*

## **A. Introduction**

Human resources in the government organization is shown in the form of the government apparatus, providing an important role in achieving the organization's goals i.e., giving the excellent services to the society. Besides giving the finest services to the society, the duty of human resources is to complete all the programs in positive ways or to perform the activities related to the government policies that affect the human welfare.

One of the things that cannot be replaced in the human resources is the effectiveness to complete all the main duties and functions. It is important because effectiveness will allow: (1) services to the society in a better and maximum effort, (2) the organization management to run well because it is directed by the human resources that think effectively and professionally, leading the organization to work on track, (3) the consumption of any resource to be effective to avoid unfinished and unrelated projects that create irrelevance and inefficiency, and (4) every system/mechanism and the circumstances around the society to also run well because they are handled by effective human resources.

As the new 21st century era evolves, global competition and technology changes have come. There is no single reason why the change can happen, but it can be identified with several key factors. Human resources have been recognized to be crucial and become a universal element in the organization effectiveness and a key to a competitive profitable source (Lawler and Worley, 2006: 17). Those key changes are: (1) the rapid growth in the knowledge and technology as a stimulation that contributes importantly in the human capital growth, (2) the massive growth in the information technology in 1990s and the skill gained by the human capital, and (3) the acknowledgement that market price increases in the human capital. Knowledge is the main object in reaching the effectiveness that is essential for the organization itself. What the human resources set to do and how they change the organization are all connected in responding the environment and new competitors that start to show up in the global stage.

Based on the description above, the Faculty of Education and Teacher Training of UIN Ar-Raniry Banda Aceh, as a government organization in the

higher Islamic education, has administration staff as the human resources with relevant jobs and skills. Based on the job descriptions, the human resource planning for the administration staff needs to be good, proper and effective. The problem is in the implementation of the human resource planning on the administration staff to improve the effectiveness of the organization's task progress.

## **B. Discussion**

### **1. Human Resources**

Human resources are a valuable capital that needs a serious planning in order to perform activities in an organization. If an organization attempts to continue its existence to be advanced and developed, it has to choose and place the proper and correct human resources in completing the tasks that have been planned.

Human resource management is defined by Mondy and Premeaux (1995) as an organizing activity that involves staff hiring, training, development, compensation, health, employee safety, employee relationship, as well as human resource research. Armstrong (1988: 181) states that human resources are the approach to human management. Human management is a strategic approach to skill, motivation, development, and human resource organizing management.

Human resource management is a knowledge and an art that manage the relationships and the roles of workers in order to be effective and efficient in reaching the leader's, employees' and society's goals (Hasibuan, 2002: 48). Handoko (1985: 5) explains that human resource management or staffing is recruiting, selecting, developing, maintaining, and using human resources to achieve the individual's and organization's goals.

Flippo (1992: 31) expresses that there are two functions of human resource management: (1) managerial functions, and (2) operational functions. The managerial functions consist of: (a) planning, which means planning the workers to be effective and efficient in helping successful staffing program, (b) organizing, an activity to organize all the employees by setting the job division, relationship, delegation, authority, integration

and coordination in any part of an organization., (c) directing, which is an activity to direct all the employees to cooperate and work effectively as well as efficiently in realizing the goals, (d) supervising, a comprehensive observation process to assure that all duties are suitable with what has been planned. The operational functions consist of: (a) employee procurement, which is a process to attract, select, place, and an orientation to gain workers as needed, (b) employee development, a process to improve employees' technical, theoretical, conceptual skills, and moral through education and training, (c) compensation, a direct or indirect feedback such as money and goods as to reward the employees' efforts, (d) employee integration, an activity to unite institution's importance with the workers' needs to create a harmonious and profitable cooperation, (e) employee maintenance, a process to maintain and increase the condition of employees' physical, mental and loyalty that result in their consistency in the cooperation, (f) employment termination, a process to end a work relationship between a worker and an institution/organization.

Based on the explanation above, it can be concluded that human resource management is:

a. Human resource planning

Human resource planning is the first step to conduct an effective personnel program. There are two main tasks needed in the human resource planning, which include first, (a) short and long-term planning of human resources needed by an organization, and (b) work analysis to set the task, skill, knowledge, and proficiency that needed by an organization. Second, planning activity is required because of personnel performance effectiveness and human resource management.

In the general term, human resource planning is based on the arrangement of human resource management effectiveness. Subsequently, human resource planning involves the measurement of the organization's needs and the planning itself is an important component to fulfil it.

b. Human resource recruitment and selection

Recruitment and selection of human resources are important components in the human resource management. Castetter (1996), states

that recruitment is integrated in the human resource planning in order to fill the positions and job vacancies within an organization. Recruitment may be completed with a short-term process by doing rotation, promotion, and mutation or with a long-term one by hiring new personnels to fulfill the organization's needs.

There are two recruitment models: the internal recruitment and the external one. Although an organization has an internal human resource to do promotion, the external recruitment is only needed to stabilize and maintain the employees' strengths. It is correlated with special needs in the organization's changes and growth. Recruitment methods can be announced through newspaper or other media, employment offices, and agencies.

c. **Human Resource Training and Performance Appraisal**

Human resource training is an effort to empower, develop, and improve every personnel's productivity. Schuller (1987) explains that training is a process to improve the present and the future of human resource performance with all the efforts to advance skills through education, personnel performance while working, and usually by increasing the personnel skills and knowledge.

## **2. Performance Appraisal**

Human resource practice programs are usually held when it is assumed that the organization's demands are not accomplished because of some lacking and because of the needs of the personnel to grow and to develop. The aim of practice programs is to grow the potentials of each human resource personnel which include the knowledge improvement, mind concept, work attitude, and job skills that may raise productivity. The human resource practice programs can be accomplished in two ways: on the job training and off the job training.

Performance appraisal is a process to gain the information about how good the human resources in completing the task and how big the potentials to grow. Schuller (1987) explains that performance appraisal is a measurement system or a list of assessment that influences work correlation, behavior, outcome, and attendance frequency in order to see how the productivity can be presented.

The urgency of performance appraisal explained by Schuler (1987) as: (1) management development, giving the framework to develop future employee by responsibly recognizing and preparing the personnel, (2) measuring the performance, deciding the relative value and employee contribution for the organization and helping to assess each personal success, (3) performance upgrading, motivating the employee to give the best performance and improving the employee's weaknesses to make it productive, (4) compensation, helping to decide the proper and fair pay for the performance and incentive, (5) potency acknowledgement, recognizing which personnel have the opportunity to be promoted, (6) feedback, the outline of what employee expected about actual performance level, (7) human resource planning, giving management the ability to assess the available human resource for the substitute planning, (8) communication, a comprehensive dialogue form to understand the goals.

Nawawi (1998) states that there are four general purposes of performance appraisal; (1) to improve the personnel work implementation by helping them to realize and use a maximum potency to accomplish organization's mission by doing personal task, (2) to collect and prepare the information for personnel and the decision maker in making the decision that is suitable with the organization's business type, (3) to arrange human resource inventory in the organization's acceptable environment, and (4) to improve the work motivation that influences the personnel achievement in the duty.

### **3. Human resource compensation**

Compensation given by an organization to make the employees feel comfortable and safe, so that they are able to perform well and have the satisfaction in working. Schuller (1987) states that compensation is an activity where the organization assess the personnel contribution to give the direct and indirect appreciation that can be in the financial or non-financial form. It has to be connected with the organization's ability to fulfil and government's official regulation. Castetter (1996) mentions that compensation is an appreciation or reward in the form of money or other ones, which distributed to all personnel according to the ability factor, age, behavior, task performance, skill, and teamwork of each personnel.

There are some basic methods to apply when giving compensation: (1) time, personnel paid according to work-hour obtained when finishing a job, (2) productivity, paying the personnel according to the outcome produced, and (3) combined method, personnel may be paid by combining both time and productivity methods.

### **C. Research Method**

The writer used the qualitative method with case study design. The focus of the research was a special phenomenon in the effectiveness of administration staff human resource planning. The data source in this research were the respondents that consisted of the dean, vice dean, head of administration staff, head section of employee affairs and other administration staff. The number of respondents was adjusted and directed until it achieved the data redundancy. It meant that the data collection would stop when there was no more variation.

The data collection or recording in the qualitative research used were observation, interview, and document analysis. The data analysis process was done along the research was conducted. The writer was the main instrument in this research.

Data collected was analyzed by using the technique presented by Miles and Huberman (1992) and Moleong (2004) that included data reduction, data display, and conclusion. The data reduction is a process of selecting, abstracting, and transforming the original data from the field record. The data was presented by organizing and presenting them to make them understandable. Conclusion and verification were conducted by finding out the behaviors of the research subjects. To guarantee the data validation, the writer adopted the argument of Lincoln & Guba (1985) to achieve the trustworthiness, it is needed to use credibility, transferability, dependability, and confirmability techniques which connect with the data collection and analysis process.

### **D. Research Results and Discussion**

The most important activity in management is directing the organization's changes; therefore, the human resource planning process is



the first component that is handled in the dean office. The human resource planning process began with the points explained above. It was to assure that human resource planning process was conducted based on the data of position needed and the demanded number of administration staff to run the organization.

The human resource planning process of administration staff had adopted the modern management principle. The process involved all sections, programs that were based on the visions and missions with a quality orientation, work quality standard application, and performance appraisal. Human resource planning developed in the Faculty of Education and Teacher Training of UIN Ar-Raniry Banda Aceh was by planning the number of administration staff personnel, organizing the present administration staff, controlling and directing, developing, sanctions, and termination that referred to the regulation and policy to achieve the organization's goals.

The human resource planning in the Faculty was connected to the visions, missions, and the goals to be accomplished. It was to make the Faculty to be glorious, oriented towards the achievement of the visions, missions, and goals. It was hoped to produce religious values as the spiritual moral foundation and to build the individuals that are religious, harmonious and peaceful.

The arrangement process of the administration staff human resource planning was conducted by a forum discussion that involved the entire office components. It was finally handled by a team and decided in a meeting. The involved parties in the administration staff human resource planning decided to establish a team.

The explanation above highlighted that the planning process of human resources in the Faculty of Education and Teacher Training of UIN Ar-Raniry Banda Aceh involved the entire existing components. It also showed that the activity conducted in the human resource formulation was not conducted by merely the leaders but also all the components or the correlated sections in directing the human resources of the administration staff to achieve the excellent service expected.

In the human resource planning of the Faculty, the agenda was of recruitment and selection process. The pattern of the recruitment and the selection was through sequential procedures; reviewing the candidates, considering the educational background, deciding the recruitment method that would inform the vacancy, reviewing the application forms to exclude the candidates who were out of the specifications required, and conducting the selection process to assess the ability. The human resource requirement would be submitted to the rector office to proceed.

The description above showed that the human resource planning and selection have worked well because it followed the procedures of the human resource planning activity, reviewed the working conditions, then conducted the recruitment and selection process as in the planning outline.

The human resource quality improvement is a very crucial part in an organization. In this case, the Faculty of Education and Teacher Training of UIN Ar-Raniry continuously and constantly conducts the human resource training. One of the training purposes is to assure that the codes of conduct, disciplinary and human resource quality are implemented well as the effort to accelerate the task implementation and function.

The performance appraisal of the administration staff conducted in some ways: recognizing the purpose and setting the procedures, analyzing the duties, designing the performance measurement, informing the performance standard to the human resources, recording the performance and evaluating the performance along with the results, discussing the performance appraisal with the related human resources, and then executing the results of performance appraisal.

There were a number of important components while implementing the human resource planning:

1. The recruitment of the administration staff of the human Resources. The implementation of human resource planning that provided the society an excellent service started with the recruitment and the selection of administration staff human resource. The faculty members examined the number of the administration staff needed for the office and required the information from other divisions about the staff

requested. Based on this selection and recruitment process, the administration staff human resources would be placed according to the educational backgrounds and skills to maximize the task function and implementation.

2. Placing the staff administration human resources based on the educational backgrounds and skills.

One of the strategic planning to increase the excellent service for the society was by placing the administration staff human resources in the section or division suitable with the educational backgrounds and skills.

3. Professionalism improvement and the competency of administration staff human resources were increased through the planning program of knowledge, insight and skill improvement by following the employees' education and training program such as Adum, Spamen or Spama, and other educational trainings such as archiving, goods procurement, and the quality enhancement of the administration staff by pursuing the master degree.

4. Discipline enforcement

The discipline form applied regularly consisted of daily activities such as morning and afternoon briefing, a weekly routine commonly known as '*Jumat Bersih*' or '*Clean Friday*', and finally a monthly activity held on 17th day in every month. Through the discipline enforcement, the administration staff human resources would have a comprehensive understanding about their tasks and functions then completing their jobs in a finest way.

The last step to determine the effectiveness of human resource planning of the administration staff in the Faculty was by the evaluation of the planning itself. The evaluation of planning and implementing this activity was connected with the administration staff human resources.

## E. Conclusion

Human resources are a valuable capital that needs a serious planning in performing the activity in an organization. If an organization attempts to retain its existence to be progressive and developed, it has to select and place the correct and proper human resource in completing the task that has been planned.

The Faculty of Education and Teacher Training of UIN Ar-Raniry Banda Aceh continuously tries to improve and evolve the human resources: one of the efforts is through the administration staff human resources. Some efforts conducted to increase the human resource of administration staff in the faculty were *first*, the administration staff human resource planning was arranged by doing a forum discussion that involved all divisions in the Faculty that at the end would delegate a team to arrange and decide in the organization meeting. The process started with defining the organization's visions and missions, then the purposes, targets, target indicators and programs. The human resource planning of administration staff especially focused on the recruitment and selection, training and performance appraisal, as well as the compensation for the human resources.

*Second*, the research results showed that the effectiveness of administration staff human resources was performed through the approach process including viewing the planning process, implementing and evaluating the human resource. These three processes have been adopted well. The activity started with the human resource planning, and the implementation was completed by giving the job descriptions to the particular division and administration staff personnel, delegating the authority, being responsible and distributing the incentive to accelerate the service quality process in working as expected and as the standard appointed.

*Third*, the obstacles faced were the availability of human resources in terms of the number, quality, budget, tools and infrastructures. The efforts used to resolve the problems included requesting the administration staff human resources to the rector of UIN Ar-Raniry.

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