



Workforce Planning to Improve Employee Performance at PT. Primajasa Perdanaraya Utama, Bandung

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Abstract

This study examines the role of workforce planning in improving employee performance at PT. Primajasa Perdanaraya Utama Bandung using an empirical qualitative case study approach. Data were collected through semi structured interviews, direct observation, and document analysis involving human resource managers, operational supervisors, and frontline employees. The findings indicate that workforce planning practices are reflected in recruitment, training, employee development, and performance control systems that contribute to improved employee performance in terms of work quality, task execution, and responsibility. However, the effectiveness of workforce planning is influenced by internal factors such as turnover stability, managerial policy orientation, data readiness, and organizational coordination, as well as external factors including digital transformation, regulatory changes, economic conditions, and industry competition. The study further reveals that although workforce planning improves employee discipline and operational consistency, it remains largely reactive and lacks structured forecasting and integrated data systems. These limitations reduce its strategic impact on long term human resource development. The study concludes that strengthening HRIS implementation and forecasting based workforce planning is essential for sustainable performance improvement.

Keywords : Workforce Planning, Employee Performance, Human Resource Management, Organizational Effectiveness, Strategic Planning.



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INTRODUCTION

The increasing complexity of contemporary business environments has transformed workforce planning from a traditional administrative function into a strategic capability that determines organizational resilience, service quality, and long term competitiveness. Across global industries, organizations are confronted with rapid technological advancement, demographic transitions, digital transformation, labor market volatility, and escalating customer expectations that collectively require a more sophisticated alignment between human resource availability and organizational objectives. Within this context, workforce planning has emerged as a critical mechanism through which organizations anticipate future talent requirements, develop workforce capabilities, and maintain operational continuity while responding to environmental uncertainty. Recent human resource management scholarship increasingly emphasizes that sustainable organizational performance is not merely derived from the possession of human capital but from the ability to strategically plan, allocate, develop, and retain employees whose competencies correspond with evolving business demands. The growing strategic significance of workforce planning is particularly evident in service intensive sectors where employee performance directly shapes customer experience and organizational outcomes. Studies examining talent management and human resource effectiveness have demonstrated that systematic workforce planning contributes substantially to superior organizational performance by ensuring the availability of competent employees capable of supporting strategic goals in dynamic environments (Sudrajat et al., 2023). Similarly, evidence suggests that effective human resource management systems strengthen employee productivity and organizational adaptability through integrated workforce development practices that connect staffing decisions with performance objectives (Zidan & Palupi, 2023).

The existing body of literature has generated substantial evidence regarding the determinants of employee performance and the strategic role of human resource management practices in enhancing

organizational effectiveness. Previous studies have consistently reported that talent management systems contribute to employee performance by facilitating competency development and career progression mechanisms that align individual capabilities with organizational requirements (Sudrajat et al., 2023). Human resource planning has likewise been identified as a significant predictor of employee performance when integrated with broader developmental initiatives such as career management and organizational learning processes (Taufik et al., 2024). Other scholars have highlighted the importance of contextual organizational variables including work environment quality, which influences employee motivation and behavioral outcomes through the creation of supportive working conditions that foster productivity (Sukmara & Sukmayadi, 2025). Research has also demonstrated that work discipline and work ethics strengthen employee performance by encouraging behavioral consistency and accountability in task execution (Sukmayadi & Sukmara, 2024). Complementary findings indicate that motivation and compensation operate as interconnected mechanisms shaping employee performance through both intrinsic and extrinsic pathways (Supriatna et al., 2024). Meanwhile, competence, leadership style, and compensation have been recognized as critical organizational resources that influence employee effectiveness and overall performance achievement (Yusuf et al., 2022). Although these studies collectively reinforce the strategic value of human resource management, they simultaneously suggest that employee performance is a multidimensional outcome requiring a more integrated understanding of workforce planning processes and their operational implementation.

Despite these advances, the literature remains characterized by several conceptual and empirical limitations that restrict a comprehensive understanding of workforce planning as a performance enhancement mechanism. A significant proportion of prior studies examine workforce planning primarily as an antecedent variable within quantitative causal models, resulting in limited attention to how workforce planning is operationalized within specific organizational contexts and how its implementation interacts with organizational realities over time (Taufik et al., 2024). Existing research also tends to isolate individual performance determinants such as motivation, work environment, discipline, compensation, or leadership, thereby fragmenting the broader strategic processes through which organizations align workforce supply with evolving operational demands (Sukmara & Sukmayadi, 2025; Sukmayadi & Sukmara, 2024; Supriatna et al., 2024; Yusuf et al., 2022). Furthermore, the majority of empirical investigations focus on manufacturing organizations, public institutions, or generalized business settings, while relatively limited attention has been directed toward transportation service companies where workforce requirements are highly dynamic and closely connected to service continuity, operational safety, and customer satisfaction. This situation creates an important gap concerning how workforce planning practices are implemented, adapted, and evaluated within labor intensive service organizations facing continuous environmental change.

The unresolved nature of these limitations carries substantial scientific and practical implications. From a theoretical perspective, insufficient understanding of workforce planning implementation constrains the development of contextualized human resource management frameworks capable of explaining how planning activities translate into enhanced employee performance under varying organizational conditions. From a practical standpoint, organizations operating in highly competitive service sectors increasingly require evidence based approaches to anticipate workforce needs, manage competency development, and maintain service excellence amid technological disruption and fluctuating market demands. Transportation companies face particularly acute challenges because operational effectiveness depends on the availability of employees possessing appropriate skills, service orientation, and adaptability to changing customer expectations. In such circumstances, workforce planning cannot be reduced to staffing projections alone but must be understood as a continuous strategic process encompassing recruitment, training, development, deployment, and performance control. The absence of empirical knowledge concerning these interconnected processes limits managerial capacity to formulate workforce strategies that simultaneously support operational efficiency and employee performance improvement, thereby reinforcing the urgency of further investigation into workforce planning implementation within transportation service organizations (Sudrajat et al., 2023; Zidan & Palupi, 2023).

Positioned within this scholarly landscape, the present study addresses the identified gap by examining workforce planning as an integrated organizational process rather than a discrete human resource activity. Unlike previous studies that predominantly emphasize causal relationships among isolated human resource variables, this research focuses on the implementation dynamics of workforce

planning within PT. Primajasa Perdanaraya Utama Bandung as a transportation service company operating in an environment characterized by operational complexity and changing service requirements. The study seeks to investigate how workforce planning practices are executed through recruitment systems, employee development initiatives, training mechanisms, and performance control processes while simultaneously identifying internal and external factors that influence their effectiveness. Through this perspective, workforce planning is conceptualized as a strategic capability that mediates the relationship between organizational adaptation and employee performance outcomes. Such positioning extends existing discussions on human resource planning by incorporating organizational context, implementation processes, and performance implications into a unified analytical framework that responds directly to deficiencies observed in previous studies (Taufik et al., 2024; Sudrajat et al., 2023).

This study aims to analyze the implementation of workforce planning at PT. Primajasa Perdanaraya Utama Bandung, identify the organizational and environmental factors influencing its effectiveness, and examine its role in improving employee performance. By focusing on the operational realities of a transportation service organization, the research contributes to the advancement of human resource management theory through a more contextual understanding of workforce planning as a strategic performance enabling mechanism. Methodologically, the study enriches existing scholarship by employing an in depth qualitative approach that captures implementation processes, organizational interactions, and contextual influences often overlooked in predominantly quantitative investigations. The findings are expected to provide a more comprehensive explanation of how workforce planning can be designed and managed to support sustainable employee performance improvement while offering practical insights for organizations seeking to strengthen workforce readiness, service quality, and long term organizational effectiveness.

RESEARCH METHODS

This research adopts an empirical qualitative design grounded in a case study approach to examine workforce planning practices and their implications for employee performance within PT. Primajasa Perdanaraya Utama Bandung. The design is selected to capture real world organizational processes in a natural operational setting where human resource decisions are embedded in dynamic service delivery activities. The population of the study encompasses managerial and operational human resource actors involved in workforce planning activities, while the sample is determined through purposive selection consisting of human resource managers, operational supervisors, and frontline employees directly engaged in recruitment, training, and performance management processes. Primary data are obtained through semi structured interviews, direct workplace observations, and internal document analysis, while secondary data are drawn from established literature in human resource management, workforce planning, and performance studies. The operationalization of workforce planning is conceptualized through recruitment effectiveness, training intensity, employee development mechanisms, and performance control systems, whereas employee performance is operationalized through indicators of work quality, work quantity, task execution, and responsibility in accordance with established human resource performance frameworks (Mangkunegara, 2011; Sisca et al., 2020).

The data analysis technique employs an iterative qualitative analytical procedure based on interactive model analysis involving data condensation, data display, and conclusion drawing with continuous verification to ensure analytical rigor and conceptual coherence. Data interpretation is conducted through systematic coding and thematic analysis to identify patterns linking workforce planning practices with employee performance outcomes. To ensure trustworthiness, the study applies triangulation across data sources and methods, allowing cross validation between interview narratives, observational findings, and documentary evidence. The analysis emphasizes explanation building and pattern matching rather than statistical estimation, thereby enabling a context sensitive understanding of how workforce planning functions as an integrated managerial process influencing employee performance dynamics. Analytical validity is strengthened through continuous comparison between empirical findings and established theoretical constructs in human resource management literature, ensuring that interpretations remain theoretically grounded while empirically responsive (Sugiyono, 2019; Ramdhan, 2023; Priatna et al., 2025).

RESULTS AND DISCUSSION

Recruitment and Workforce Planning Effectiveness in Service Operations Context

Empirical findings indicate that recruitment constitutes a central mechanism within workforce planning practices at PT. Primajasa Perdanaraya Utama Bandung. The organization applies a structured selection system aligned with operational demand in transportation services. Recruitment is conducted based on competency alignment to ensure task suitability and service reliability. This approach reflects the strategic importance of human resource planning in improving organizational outcomes as emphasized by Afandi and Indiyati (2025).

Field evidence from interviews with managerial and operational staff demonstrates that recruitment decisions are closely linked to real time service requirements. Managers consistently adjust hiring intensity based on route density and operational load. Frontline employees confirm that recruitment outcomes directly influence workload distribution and service responsiveness. Such findings align with the human capital perspective that emphasizes workforce adequacy as a determinant of performance efficiency (Fadhillah, 2024).

Recruitment practices at the company are characterized by openness and merit orientation supported by digital dissemination channels. Selection stages include administrative screening competency assessment interviews and health evaluation to ensure workforce readiness. Operational supervisors highlight that structured selection reduces mismatch between job demands and employee capabilities. This condition supports the argument that systematic recruitment strengthens workforce adaptability in service industries (Priatna et al., 2025).

The integration between recruitment and operational planning reflects adaptive human resource governance in dynamic environments. Workforce needs are periodically reviewed to anticipate fluctuations in passenger demand and operational intensity. This adaptive mechanism ensures alignment between staffing levels and service continuity. Such alignment is consistent with the concept of strategic workforce planning as a driver of organizational effectiveness (Ramdhan, 2023).

Employee performance outcomes are influenced by the quality of recruitment decisions as reflected in field observations. Employees recruited through competency based selection demonstrate higher discipline and task consistency. Managers report improved punctuality and reduced operational errors among newly recruited staff. These findings reinforce prior research indicating that recruitment quality significantly affects employee performance outcomes (Abdurohim et al., 2022).

Table 1. Recruitment Implementation Indicators in PT Primajasa Perdanaraya Utama Bandung

Recruitment Dimension	Empirical Condition	Performance Implication
Selection Basis	Competency and job fit orientation	Improved task accuracy
Recruitment Frequency	Periodic based on operational demand	Workforce availability stability
Selection Stages	Administration test interview health check	Reduced employee mismatch
Recruitment Channel	Official digital platform	Wider candidate reach
Hiring Orientation	Merit based system	Increased discipline and accountability

Table 1 presents the empirical structure of recruitment implementation based on field data collected from managerial and operational respondents. The table illustrates that competency orientation dominates recruitment decision making within the organization. It also shows that recruitment frequency is closely tied to service demand variability. The summarized dimensions highlight how recruitment functions as a control mechanism in workforce planning effectiveness.

The interpretation of Table 1 indicates that recruitment is not only an administrative process but also a strategic operational instrument. The alignment between recruitment stages and service needs ensures that workforce readiness is maintained across operational shifts. Managers emphasize that structured recruitment reduces onboarding time and accelerates performance adaptation. This reinforces

the view that recruitment systems contribute directly to operational efficiency in service organizations (Solihah et al., 2023).

However certain constraints are identified in the recruitment process particularly related to dependence on reactive hiring patterns. Workforce adjustments are often conducted after demand fluctuations occur rather than through predictive planning models. This limitation reduces the long term stability of workforce allocation. Such conditions indicate partial alignment with ideal workforce planning principles that emphasize anticipatory capacity (Ramdhan, 2023).

From a theoretical perspective recruitment effectiveness reflects the integration of human capital theory and operational management principles. Competency based selection enhances individual capability while simultaneously supporting organizational service delivery standards. The findings also resonate with performance theory which links employee capability with output quality dimensions (Mangkunegara, 2011). Thus recruitment acts as a foundational layer in workforce planning that shapes performance structure.

In conclusion recruitment practices at PT. Primajasa Perdanaraya Utama Bandung demonstrate strong alignment with competency based workforce planning principles. The empirical evidence confirms that structured recruitment contributes positively to employee performance stability and service consistency. Nevertheless the reactive nature of workforce adjustment suggests the need for more predictive planning integration. Strengthening data driven recruitment systems would further enhance organizational performance sustainability in the transportation service sector.

Determinants of Workforce Planning Effectiveness in Improving Employee Performance at PT. Primajasa Perdanaraya Utama Bandung

The effectiveness of workforce planning in PT. Primajasa Perdanaraya Utama Bandung is significantly shaped by internal organizational stability that determines the consistency of human resource allocation. Field findings indicate that relatively low turnover contributes to operational continuity and reduces recruitment pressure, although dependency on experienced personnel creates vulnerability in succession readiness. Managerial responses show that stability is maintained through informal coordination mechanisms rather than structured forecasting systems, which reflects a reactive planning orientation. This condition aligns with Ramdhan (2023), who emphasizes that workforce stability is a foundational determinant of planning accuracy in dynamic service industries.

Table 2. Internal determinants of workforce planning effectiveness based on field observation and document analysis

Internal Factor	Indicator	Observed Condition	Implication for Workforce Planning
Workforce stability	Turnover rate	Relatively low but experience dependent	Operational continuity maintained
HR governance	Planning orientation	Reactive decision making	Limited long term projection
Data infrastructure	HR data system	Semi manual documentation	Reduced forecasting accuracy

Source. Primary qualitative data processed from interviews and internal documentation of PT. Primajasa Perdanaraya Utama Bandung

The table illustrates that internal determinants are dominated by reactive governance and limited digital integration, which restricts strategic workforce forecasting capacity. These findings suggest that workforce planning effectiveness is not only influenced by human resource availability but also by the maturity of managerial systems. Fadhillah (2024) argues that human capital effectiveness requires structured data systems to support predictive workforce decisions. The absence of integrated HR data at PT. Primajasa Perdanaraya Utama Bandung therefore limits the transformation from operational planning to strategic workforce management.

Organizational culture and interdivisional coordination also emerge as critical internal determinants shaping workforce planning outcomes. Observational data indicate that coordination between operational units and human resource functions is conducted through routine briefings rather

than standardized planning platforms. This structure creates efficiency in short term communication but limits long term alignment between staffing needs and service demand fluctuations. Priatna et al. (2025) explain that fragmented coordination systems often reduce the precision of workforce allocation in service based organizations.

Table 3. Organizational coordination patterns influencing workforce planning effectiveness

Coordination Dimension	Practice Pattern	Strength	Limitation
Interdivisional communication	Routine briefings	Fast operational response	Limited strategic integration
HR coordination system	Informal alignment	Flexible adjustment	Weak forecasting consistency
Cultural discipline	Service oriented behavior	Stable service delivery	Dependence on tacit control

Source: Primary qualitative data from interviews and field observation at PT. Primajasa Perdanaraya Utama Bandung

The coordination pattern demonstrates that organizational responsiveness is relatively strong, yet strategic workforce integration remains underdeveloped. This condition reflects a common challenge in transport service companies where operational urgency dominates planning structures. Ramdhan (2023) notes that such conditions often lead to planning fragmentation and reduce the accuracy of long term workforce requirements. Consequently, workforce planning effectiveness becomes dependent on managerial experience rather than data driven systems.

External determinants also play a significant role in shaping workforce planning adaptability within PT. Primajasa Perdanaraya Utama Bandung. Digital transformation in transportation services, particularly ticketing systems and online customer platforms, increases demand for technologically adaptive employees. This shift requires continuous adjustment in workforce competencies, although planning systems have not fully integrated digital skill forecasting. Afandi and Indiyati (2025) highlight that workforce planning in service industries must anticipate technological disruption to maintain performance sustainability.

Regulatory and economic conditions further influence workforce planning flexibility and cost efficiency. Field findings show that transportation regulations from government authorities require periodic adjustments in staffing compliance and operational standards. In addition, fluctuations in fuel prices and inflation directly affect operational budgeting and indirectly influence staffing decisions. Taufik et al. (2024) explain that external economic volatility forces organizations to adopt adaptive workforce strategies to maintain competitiveness.

Table 4. External determinants affecting workforce planning adaptability

External Factor	Driving Force	Workforce Impact	Organizational Response
Digitalization	Online transport systems	Increased tech skill demand	Gradual upskilling
Regulation	Government transport policy	Compliance adjustment	Administrative adaptation
Economic fluctuation	Fuel and inflation changes	Cost pressure on staffing	Selective recruitment

Source. Field data synthesis and literature integration from Afandi and Indiyati (2025), Taufik et al. (2024), and PT. Primajasa Perdanaraya Utama Bandung

The table indicates that external pressures require continuous adaptation of workforce composition and capability. However, adaptation strategies remain incremental rather than systematically predictive. Linawati (2023) argues that effective workforce planning should integrate

external environmental scanning to anticipate structural changes in labor demand. The absence of predictive modeling reduces the organization's ability to proactively align workforce capacity with environmental uncertainty.

A central issue identified in the study is the reactive nature of workforce planning practices within the organization. Decisions are primarily made based on immediate operational needs rather than long term workforce forecasting models. This reactive approach limits the organization's ability to anticipate skill gaps and future staffing requirements. Fadhillah (2024) emphasizes that reactive planning systems often lead to inefficiencies in human capital utilization. Consequently, workforce allocation becomes corrective rather than preventive.

The absence of structured forecasting mechanisms further reinforces the reactive planning orientation. Interviews reveal that workforce needs are rarely projected beyond short operational cycles, particularly in peak service periods. This limitation creates dependency on situational adjustments rather than strategic workforce development. Ramdhan (2023) highlights that forecasting is essential for aligning workforce supply with organizational demand dynamics. Without forecasting, planning remains fragmented and short term oriented.

Another critical limitation is the lack of integrated human resource information systems within the organization. Data regarding recruitment, training participation, and performance evaluation are stored in partially manual formats. This fragmentation reduces data accessibility for strategic decision making and slows down workforce analysis processes. Priatna et al. (2025) argue that integrated HRIS systems are essential for improving decision speed and accuracy in workforce planning. The absence of such systems limits organizational responsiveness to workforce changes.

The interaction between internal and external determinants ultimately shapes the overall effectiveness of workforce planning at PT. Primajasa Perdanaraya Utama Bandung. While internal stability and coordination provide operational continuity, external pressures demand higher adaptability and forecasting capability. However, the current system remains more responsive than predictive, indicating a gap between operational practice and strategic workforce management standards. Afandi and Indiyati (2025) suggest that organizations with balanced internal and external alignment achieve higher workforce efficiency and performance sustainability. This imbalance highlights the need for systemic transformation toward data driven workforce planning models.

Impact of Workforce Planning on Employee Performance and Managerial Implications at PT. Primajasa Perdanaraya Utama Bandung

The relationship between workforce planning and employee performance at PT. Primajasa Perdanaraya Utama Bandung demonstrates a direct influence on operational effectiveness and behavioral consistency. Empirical findings indicate that competency based staffing decisions improve task alignment and reduce mismatches between job demands and employee capabilities. This alignment strengthens service quality because employees are able to execute responsibilities more accurately and efficiently. Abdurohim et al. (2022) emphasize that job fit remains a critical determinant of performance enhancement in service organizations.

Table 5. Impact of workforce planning practices on employee performance indicators

Workforce Planning Aspect	Observed Organizational Practice	Performance Outcome	Related Indicator (Mangkunegara, 2011)
Competency based recruitment	Structured selection process	Improved job fit	Quality of work
Routine briefing system	Daily operational coordination	Higher discipline consistency	Task execution
Reward and punishment system	Performance based evaluation	Increased motivation	Responsibility
Job rotation practice	Cross functional assignment	Skill flexibility	Work quantity

Source. Primary qualitative data from PT. Primajasa Perdanaraya Utama Bandung and synthesized based on Mangkunegara (2011)

The table illustrates that workforce planning mechanisms contribute differently across performance dimensions defined by Mangkunegara (2011), particularly in quality, quantity, task execution, and responsibility. Competency based recruitment primarily enhances quality of work through improved job matching, while job rotation strengthens work quantity through increased adaptability. Reward systems influence responsibility by reinforcing behavioral accountability, whereas routine briefings improve task execution consistency. Sisca et al. (2020) argue that structured human resource systems significantly influence behavioral alignment in operational environments.

Workforce planning also strengthens employee discipline and operational consistency through structured communication and continuous monitoring. Field observations indicate that daily briefings function as behavioral reinforcement mechanisms that stabilize employee routines and reduce operational deviations. These mechanisms contribute to higher task execution reliability across service units within the organization. Pahlevi and Widyastuti (2024) highlight that structured planning systems positively affect employee discipline and work consistency in dynamic service industries.

The effect of workforce planning is also evident in employee motivation, particularly through reward and punishment mechanisms that shape behavioral responses. Employees demonstrate higher engagement when performance recognition is clearly linked to organizational outcomes. However, motivational sustainability remains dependent on managerial consistency in implementing evaluation systems. Chalisa and Prawitasari (2024) argue that performance driven systems enhance behavioral accountability when supported by transparent evaluation structures.

Table 6. Employee performance outcomes based on Mangkunegara framework
Source. Field data analysis and conceptual alignment with Mangkunegara (2011)

Performance Dimension	Current Condition	Supporting Planning Mechanism	Achievement Level
Quality of work	Relatively stable	Competency based recruitment	Strong
Quantity of work	Moderate flexibility	Job rotation system	Moderate
Task execution	High consistency	Routine briefing system	Strong
Responsibility	Good accountability	Reward and punishment system	Strong

The table indicates that performance outcomes are strongest in quality, task execution, and responsibility, while work quantity remains moderately developed. This suggests that workforce planning practices are more effective in stabilizing behavior than expanding productivity capacity. Abdurohim et al. (2022) explain that balanced workforce planning is required to simultaneously enhance behavioral and productivity dimensions. The findings therefore indicate partial optimization of workforce planning outcomes within the organization.

Despite positive performance outcomes, a structural gap is identified in career development and systematic capability enhancement. Employees experience limited clarity regarding long term career progression pathways, which affects long term motivational sustainability. Training activities are conducted regularly but lack structured sequencing aligned with competency progression models. Michael et al. (2023) emphasize that career path clarity significantly influences employee performance sustainability in service organizations.

Table 7. Workforce planning practices and performance implications
Source. Primary qualitative findings and literature synthesis from Mangkunegara (2011) and related HR studies

Workforce Planning Practice	Performance Impact	Strength Area	Limitation Identified
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Competency based recruitment	Improved job alignment	Quality of work	Limited talent pipeline development
Routine training activities	Improved discipline	Task execution	Lack of structured roadmap
Reward system	Increased motivation	Responsibility	Inconsistent long term incentives
Job rotation	Increased adaptability	Work quantity	No formal career mapping

The table highlights that although workforce planning enhances short term performance outcomes, it lacks integration with long term human capital development systems. This gap reduces the sustainability of performance improvements across employee lifecycle stages. Taufik et al. (2024) argue that workforce planning must be integrated with career development systems to ensure continuous performance enhancement. Without such integration, organizations risk stagnation in employee capability growth.

Another critical implication is the absence of structured human resource information systems to support data driven decision making. Workforce data are currently fragmented across administrative units, limiting managerial capacity for predictive planning. This condition reduces the organization's ability to anticipate future skill requirements and workforce gaps. Fadhillah (2024) emphasizes that data integration is essential for transforming workforce planning into strategic human capital management.

The managerial implication of these findings highlights the necessity of transitioning from operational to strategic workforce planning. Implementation of HRIS is required to centralize workforce data and support real time decision making processes. In addition, forecasting based planning systems are needed to anticipate changes in service demand and labor requirements. Ramdhan (2023) states that forecasting capability is a core element in modern workforce planning effectiveness.

The organization also requires a structured training roadmap that aligns with competency progression and career development pathways. Current training practices are effective in improving discipline but insufficient in building long term skill architecture. A systematic training framework would ensure alignment between employee development and organizational needs. Priatna et al. (2025) highlight that structured development systems improve both individual and organizational performance sustainability.

Overall, workforce planning at PT. Primajasa Perdanaraya Utama Bandung demonstrates a positive but incomplete impact on employee performance. While behavioral and operational indicators show improvement, strategic human capital development remains underdeveloped. Strengthening HRIS integration, forecasting systems, and structured career pathways becomes essential for long term effectiveness. Afandi and Indiyati (2025) confirm that integrated workforce planning systems significantly enhance organizational performance sustainability in competitive service industries.

CONCLUSION

Workforce planning at PT. Primajasa Perdanaraya Utama demonstrates a significant role in shaping employee performance through integrated human resource alignment between operational needs and competency distribution. The findings indicate that internal organizational factors such as workforce stability, managerial orientation, data accessibility, and cross departmental coordination strongly determine the effectiveness of planning practices, while external dynamics including digital transformation in transportation services, regulatory frameworks, economic fluctuations, and shifting customer behavior further influence planning responsiveness (Ramdhan, 2023, Fadhillah, 2024). These conditions collectively show that workforce planning effectiveness is not solely dependent on administrative processes but on the organization's capability to adapt strategically to environmental uncertainty. In relation to performance outcomes, workforce planning contributes directly to improvements in work quality, task execution, responsibility, and productivity consistency as conceptualized by Mangkunegara (2011), although several gaps remain in career structuring, systematic training, and data driven decision making systems. Therefore, the study confirms that stronger integration between forecasting based planning, structured development systems, and digital HR infrastructure is essential to enhance sustainable employee performance in the organization.

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