

## Role of HR Planning in Developing Employees to Improve Company Performance

Riandika Aji Mehendra<sup>1</sup>, Ali Imron<sup>2</sup>, Asro Bin Harun<sup>3</sup>, Dika Hilaldi<sup>4</sup>

<sup>1,2</sup>Universitas Sultan Ageng Tirtayasa. Serang City. Indonesia

<sup>3</sup>Sharjah Coop Society. United Arab Emirates

<sup>4</sup>Dokuz Eylül Üniversitesi. İzmir, Turkey

Correspondence: [ali.imron@untirta.ac.id](mailto:ali.imron@untirta.ac.id)<sup>2</sup>



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### ABSTRACT

This study aims to analyze the role of human resource planning in developing employees to improve company performance, particularly by explaining how workforce forecasting, competency mapping, employee development, career management, and performance alignment contribute to organizational effectiveness. This study employed a qualitative descriptive method using a literature-based approach. Data were collected from secondary sources, including peer-reviewed journal articles, academic references, and relevant scholarly documents related to human resource planning, employee development, strategic human resource management, and company performance. The data were analyzed through qualitative content analysis by identifying, classifying, comparing, and interpreting major themes found in the literature. The results show that human resource planning functions as a strategic foundation for employee development by helping organizations determine workforce quantity, quality, competency needs, and future employee requirements. Effective HR planning supports employee development through training, career development, competency-based placement, succession planning, and continuous performance evaluation. The findings also indicate that ineffective HR planning may negatively affect company performance by creating structural ambiguity, inefficient resource utilization, increased costs, reduced employee welfare, and lower productivity. Conversely, systematic HR planning strengthens organizational readiness, improves employee capability, enhances work motivation, supports innovation, and contributes to sustainable company performance. Concludes that human resource planning should not be treated merely as an administrative function, but as a strategic instrument for building competent, adaptive, and performance-oriented employees who can support long-term organizational competitiveness.

Keyword: Human Resource, Employee, Company Performance, Organizational



### INTRODUCTION

Human resource planning has become a fundamental issue in contemporary organizational management because companies increasingly depend on the quality, adaptability, and strategic readiness of their employees to sustain performance. In a competitive business environment, employees are no longer viewed merely as operational

resources, but as strategic assets that determine whether organizational goals can be translated into measurable results. When human resource planning is weak, companies may experience mismatches between workforce availability and organizational needs, ineffective job placement, low employee productivity, and limited capacity to respond to market changes. Therefore, the issue examined in this article is the role of human resource planning in developing employees as a strategic pathway to improving company performance, particularly by aligning workforce quantity, competence, development programs, and organizational objectives within an integrated management framework (Harris & Ogbonna, 2001; Paul & Anantharaman, 2003; Katou & Budhwar, 2006; Green et al., 2006).

The background of this issue can be understood from the growing complexity of organizational change, technological transformation, and the increasing demand for evidence-based human resource decisions. Companies today are required to forecast workforce needs more accurately, identify future competency gaps, and use human resource information to support managerial decisions. In this context, human resource planning is not limited to recruitment or staffing activities; rather, it includes the systematic analysis of current workforce conditions, future labor requirements, employee development needs, and the strategic allocation of human capital. Without such planning, organizations may face difficulties in maintaining continuity, improving productivity, and developing employees who are capable of supporting long-term competitiveness (McCartney & Fu, 2022; Huang et al., 2023; Di Prima et al., 2024; Venugopal et al., 2024).

Previous studies have generally emphasized that employee development contributes to performance when organizations provide structured training, career development opportunities, competency enhancement, and continuous learning systems. However, employee development will not produce optimal results if it is not connected to a clear human resource planning framework. Training programs, career paths, succession planning, and competency-based placement need to be designed based on organizational needs rather than implemented as isolated administrative activities. This article therefore positions employee development as a central mechanism through which human resource planning influences company performance, because employees who are properly developed are more likely to perform effectively, adapt to organizational change, and contribute to strategic goals (Dachner et al., 2021; Aragón et al., 2014; Al-Tit et al., 2022; Hosen et al., 2024).

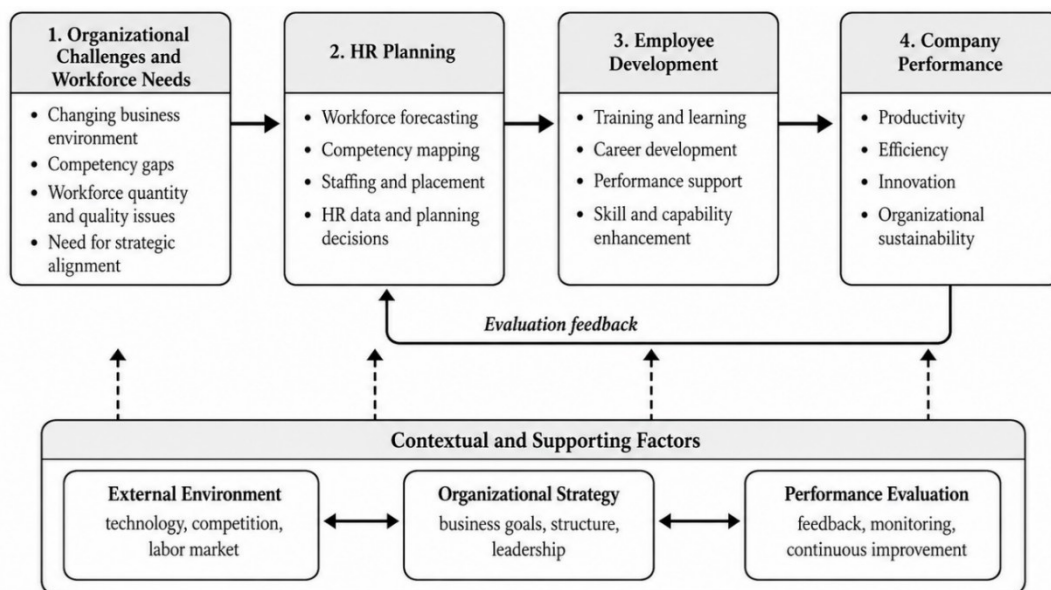


Figure 1. Flow Diagram of the Research Phenomenon on HR Planning, Employee Development, and Company Performance

Source: Developed by the author based on the conceptual synthesis of the study.

The relationship between human resource planning and company performance also needs to be examined through a broader performance perspective. Company performance is not only reflected in financial outcomes, but also in productivity, efficiency, innovation, employee commitment, service quality, and organizational sustainability. Human resource planning contributes to these outcomes by ensuring that the right employees are available in the right positions, at the right time, and with the right competencies. Thus, the originality of this article lies in its attempt to explain human resource planning not merely as an administrative process, but as a strategic function that connects workforce forecasting, employee development, and organizational performance in one analytical framework (Apascaritei & Elvira, 2022; Ali et al., 2018; Nguyen et al., 2023; Zehir et al., 2016).

The important aspect that needs to be emphasized in discussing this issue is the strategic gap between planning and implementation. Many organizations recognize the importance of human resources, yet their planning practices often remain reactive, fragmented, and short-term. Human resource planning should ideally begin with an analysis of business strategy, followed by workforce mapping, competency identification, development program design, and performance evaluation. If these stages are not integrated, employee development may fail to answer actual organizational needs. This article is therefore important because it highlights how human resource planning can prevent workforce inefficiency, reduce competency gaps, and strengthen employee readiness to support company performance (Alqudah et al., 2022; Keltu, 2024; Ololade et al., 2023; Yimam, 2022).

The author's approach in discussing this issue is conceptual and analytical. The article explains human resource planning as a strategic process that begins with identifying workforce needs and ends with the improvement of organizational outcomes. This approach allows the discussion to connect several important dimensions, namely workforce forecasting, competency mapping, training and development, career management, performance appraisal, and organizational effectiveness. By using this approach, the article is expected to provide a clearer explanation of how HR planning becomes a bridge between employee development and company performance, rather than treating these three variables as separate topics (Rodríguez & Ventura, 2003; Apospori et al., 2008; Ulrich et al., 2024; Alam et al., 2024).

Table 1. Key Analytical Dimensions of Human Resource Planning, Employee Development, and Company Performance

No.	Analytical Dimension	Focus	Relevance to the Article
1	Human Resource Planning	Workforce forecasting, staffing needs, and competency mapping	Explains how companies identify current and future employee requirements
2	Employee Development	Training, career development, learning, and competency improvement	Shows how employees are prepared to meet organizational demands
3	Strategic Alignment	Connection between HR needs and company goals	Demonstrates how HR planning supports business strategy
4	Performance Improvement	Productivity, efficiency, innovation, and work quality	Clarifies the expected outcomes of effective HR planning
5	Organizational Sustainability	Long-term adaptability and competitiveness	Positions HR planning as a strategic mechanism

Source: Author, 2026

The scientific contribution of this article is its effort to strengthen the discussion of human resource planning by connecting it directly with employee development and company

performance. This contribution is relevant because many discussions of HR planning still focus on workforce availability, while fewer emphasize how planning becomes meaningful when it produces employee capability, motivation, and strategic contribution. Through this article, HR planning is framed as an integrated managerial process that supports organizational performance by improving the quality of human capital. This argument is significant for both academic and practical purposes because it helps explain why employee development should be based on systematic planning rather than temporary organizational needs (Van Beurden et al., 2021; Samimi & Sydow, 2021; Mansour et al., 2022; Liang & Li, 2025).

Based on the above discussion, this article aims to analyze the role of human resource planning in developing employees to improve company performance. Specifically, the article seeks to explain how HR planning helps organizations determine workforce needs, design employee development programs, place employees according to competence, and improve organizational outcomes. The discussion is expected to provide a conceptual understanding that human resource planning is not only an administrative function, but also a strategic instrument for building employee capability and strengthening company performance in a changing organizational environment.

## RESEARCH METHODS

This study employed a qualitative descriptive research design using a literature-based approach to examine the role of human resource planning in developing employees and improving company performance. The qualitative descriptive design was considered appropriate because the study aimed to explain, interpret, and synthesize conceptual relationships among human resource planning, employee development, and organizational performance rather than testing statistical hypotheses. Through this approach, the study explored how workforce forecasting, competency mapping, employee training, career development, and performance management are discussed in previous scholarly works and how these elements contribute to organizational effectiveness. The literature-based method also enabled the author to position the study within existing academic debates and identify conceptual linkages that support the development of a clearer analytical framework for understanding HR planning as a strategic organizational function (Snyder, 2019; Paul & Criado, 2020).

Data collection was conducted through the identification, selection, and review of secondary sources relevant to human resource planning, employee development, strategic human resource management, and company performance. The sources used in this study included peer-reviewed journal articles, academic books, research reports, institutional publications, and other scholarly documents that provide theoretical and empirical explanations related to the topic. The selection of literature was carried out by considering relevance to the research focus, credibility of publication sources, conceptual contribution, and suitability for explaining the relationship between HR planning and employee development. The collected materials were then organized according to major themes, including workforce needs, competency development, employee placement, organizational strategy, and performance outcomes (Kelly et al., 2024; Tate & Happ, 2018).

The data used in this study consisted exclusively of secondary data, meaning that no primary data were collected through surveys, interviews, questionnaires, observations, or direct fieldwork. Data analysis was carried out using qualitative content analysis by reading, classifying, comparing, and interpreting the selected literature based on the main variables of the study. The analysis focused on identifying patterns of argument, conceptual similarities, research gaps, and theoretical explanations that connect HR planning with employee development and company performance. Because this study relied only on publicly available and previously published sources, ethical considerations were addressed by maintaining academic integrity, accurately citing all sources, avoiding misrepresentation of previous

findings, and ensuring that the interpretation of literature remained consistent with the objectives of the article.

## RESULTS AND DISCUSSION

### 1. Strategic Human Resource Planning as the Foundation of Employee Development

Human resource planning should be understood as a strategic managerial process that connects organizational direction, workforce availability, competency requirements, and employee development into one integrated system. In the context of company performance, HR planning is not limited to determining the number of employees needed, but also involves identifying the types of competencies, learning pathways, and career structures required to support organizational goals. When HR planning is conducted strategically, the company can ensure that employee development programs are not implemented as isolated training activities, but as systematic investments in human capital that directly support productivity, adaptability, and long-term competitiveness. Therefore, the relationship between HR planning and employee development becomes central because planning determines what kinds of employees must be developed, which competencies must be strengthened, and how development outcomes should contribute to performance improvement (Alqudah et al., 2022; Dachner et al., 2021; Samson & Bhanugopan, 2022).

The findings indicate that ineffective HR planning can create serious organizational consequences, especially when employee placement, workload distribution, and competency development are not aligned with business needs. In many organizations, performance problems do not always arise because employees lack motivation, but because they are assigned to positions that do not correspond to their skills, experience, or career potential. This mismatch reduces work effectiveness, increases operational delays, and weakens the quality of decision-making within teams. When HR planning fails to identify current and future workforce requirements, the company becomes reactive rather than strategic, responding to problems only after productivity declines or employee dissatisfaction becomes visible.

A well-designed HR planning system helps organizations avoid structural ambiguity because it clarifies roles, responsibilities, reporting lines, and competency expectations. Clear organizational structures enable employees to understand how their individual tasks contribute to broader company objectives. This clarity is important because employee development will not produce optimal results if employees do not understand the strategic relevance of their roles. Training and development programs must therefore be connected to job descriptions, career pathways, and performance indicators so that employees can apply newly acquired knowledge in their daily work. In this sense, HR planning provides the institutional framework that makes employee development measurable, purposeful, and sustainable.

The discussion also shows that HR planning contributes to cost efficiency by reducing unnecessary recruitment, minimizing poor placement, and improving internal talent utilization. Companies that do not conduct proper workforce planning often rely excessively on external hiring, even when internal employees could be developed or reassigned to meet organizational needs. This situation increases recruitment costs, onboarding costs, and adjustment risks. Conversely, companies that maintain accurate employee inventories can identify internal candidates for promotion, transfer, or reskilling. Such practices help the company optimize existing human resources while maintaining organizational stability.

Figure 1 is relevant in this sub-section because it visually explains the logical flow between HR planning, employee development, contextual factors, and company performance. The figure should be placed after the discussion of HR planning as an input system because it summarizes how workforce planning, forecasting, HR information systems, and future needs analysis influence training, career development, placement, motivation, productivity, efficiency, innovation, sustainability, and competitiveness.

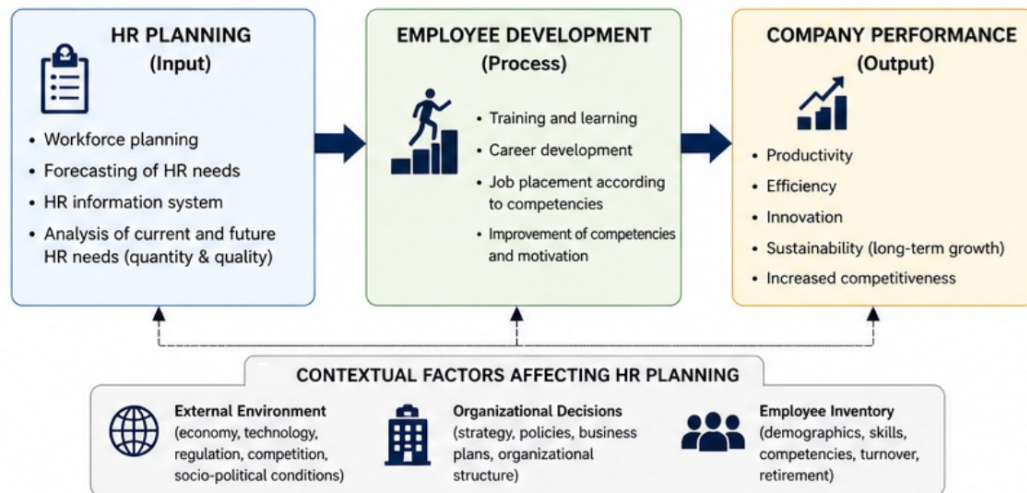


Figure 2. Qualitative Flowchart of HR Planning Through the Employee Development Process to Improve Company Performance  
 Source: Developed by researchers.

Thus, strategic HR planning can be interpreted as the foundation for improving company performance because it transforms workforce management from an administrative function into a strategic capability. Companies that plan their human resources effectively are better able to anticipate environmental changes, respond to technological demands, prepare future leaders, and maintain employee commitment. The main implication is that employee development should not be treated merely as a routine HR activity, but as a planned process that begins with workforce analysis and ends with measurable organizational performance outcomes.

## 2. HR Planning Factors and Their Influence on Organizational Readiness

Human resource planning is strongly influenced by external and internal factors that shape the company's ability to prepare employees for future challenges. External factors include technological change, market competition, economic uncertainty, regulation, and shifts in workforce expectations, while internal factors include organizational strategy, leadership decisions, employee capability, information systems, and workforce demographics. These factors determine whether HR planning becomes adaptive or rigid. In the digital era, companies increasingly require HR planning systems that are supported by analytics, artificial intelligence, and evidence-based decision-making because workforce needs change rapidly and cannot be managed only through traditional administrative approaches (Huang et al., 2023; Margherita, 2022; McCartney & Fu, 2022).

The external environment affects HR planning because companies do not operate in stable conditions. Economic fluctuations may change the number of employees needed, technological transformation may alter job requirements, and market competition may increase the urgency of developing new capabilities. If the company does not anticipate these external changes, employee development will become outdated and disconnected from actual business challenges. For example, employees who are not trained to use digital tools, manage data, or adapt to new work systems may experience declining productivity even though they have strong experience in conventional work processes.

Organizational decisions also influence HR planning because strategic plans determine future workforce requirements. When a company plans expansion, product diversification, digital transformation, or organizational restructuring, HR must translate those plans into workforce projections. This includes identifying the number of employees needed, the skills required, the departments affected, and the development programs that must be prepared. Without this alignment, business strategy and HR strategy may move in different directions.

The company may have ambitious growth targets, but lack employees with the capacity to implement them.

Employee inventory is another important factor because HR planning depends on accurate data about existing employees. Information about age, education, skills, performance history, compensation, work experience, and retirement potential helps the organization forecast future workforce gaps. A company that maintains a reliable HR information system can identify which employees are ready for promotion, which employees need training, and which positions are at risk of vacancy. This allows the company to avoid sudden shortages of competent employees and ensures continuity in key organizational functions.

In addition, HR planning must consider employee mobility, including resignation, retirement, transfer, promotion, and potential turnover. These movements directly affect workforce availability and may create skill gaps if not anticipated properly. Employee development becomes essential in this context because it prepares internal talent to replace employees who leave or move to other positions. Succession planning, mentoring, job rotation, and structured training can help companies build internal resilience. Therefore, HR planning should not only calculate current workforce numbers, but also forecast possible changes in employee composition.

Overall, the factors affecting HR planning demonstrate that companies need an integrated approach to workforce management. External uncertainty, organizational strategy, and employee inventory must be analyzed together because they interact with one another. A change in market demand may require a new strategy, a new strategy may require new competencies, and new competencies may require revised employee development programs. This relationship confirms that HR planning is not a static document, but a continuous process of adjustment, evaluation, and organizational learning.

### 3. Employee Development as a Mechanism for Improving Company Performance

Employee development is the mechanism through which HR planning is translated into improved performance. HR planning identifies what the company needs, while employee development prepares workers to meet those needs. Development programs include training, career development, mentoring, coaching, job rotation, competency-based placement, and learning systems that strengthen employee capacity. When development is aligned with company strategy, employees become more capable of performing their tasks, solving problems, adapting to change, and contributing to innovation. Therefore, employee development functions as the bridge between workforce planning and company performance because it transforms planned human resource needs into actual employee capability (Nguyen & Dao, 2023; Wongsansukcharoen & Thaweepaiboonwong, 2023; Kaliannan et al., 2023).

The discussion shows that employee development improves company performance by increasing the effectiveness and efficiency of human resource utilization. Employees who receive relevant training are better able to complete tasks according to quality standards and organizational expectations. Development also reduces dependence on external recruitment because companies can prepare existing employees to fill new or higher-level positions. This is important for organizational sustainability because internal development maintains institutional knowledge, strengthens loyalty, and reduces adjustment time compared with recruiting new employees from outside the company.

Employee development also improves motivation because workers tend to show stronger commitment when they perceive that the organization invests in their growth. Career development opportunities, learning programs, and fair placement practices create a sense of recognition and future security. When employees believe that their competencies are valued and developed, they are more likely to demonstrate proactive behavior, participate in improvement initiatives, and support organizational change. This indicates that employee

development is not only a technical process of skill improvement, but also a psychological process that strengthens employee engagement.

Competency-based placement is another essential aspect of employee development. Employees must not only be trained, but also placed in roles where their competencies can be applied effectively. A company may invest heavily in training, but the impact will remain limited if employees return to jobs that do not match their abilities. Therefore, HR planning should connect training results with job redesign, promotion, transfer, and performance evaluation. This ensures that development outcomes become visible in daily work behavior and organizational performance indicators.

Table 1 is relevant in this sub-section because it summarizes the key constructs that connect HR planning, employee development, and company performance. The table should be placed after the discussion of employee development as a performance mechanism because it clarifies the conceptual relationship among the main variables of the study.

Table 2. Key Constructs in HR Planning, Employee Development, and Company Performance

Variable	Description	Supporting Citations
HR Planning	The process of determining workforce quantity, quality, competency needs, and future employee requirements based on organizational strategy.	Pittman & Scully-Russ, 2016; Zhang et al., 2021; Kambur & Yildirim, 2022
Employee Development	A structured process of improving employee skills, knowledge, motivation, career readiness, and job suitability.	Flores et al., 2020; Cachón-Rodríguez et al., 2022; Rožman et al., 2023
Company Performance	The achievement of productivity, efficiency, innovation, competitiveness, and long-term organizational sustainability.	Vuong & Nguyen, 2022; Rahsel & Gumanti, 2022; Macke & Genari, 2019

Source: Developed by researchers.

Thus, employee development can be understood as a strategic investment that converts HR planning into measurable organizational value. The company's ability to improve performance depends not only on having enough employees, but also on developing employees who are competent, adaptive, motivated, and aligned with organizational goals. For this reason, employee development should be planned continuously, evaluated periodically, and connected to performance management systems so that its contribution to company outcomes can be properly assessed.

#### 4. HR Planning, Employee Well-Being, and Sustainable Work Performance

HR planning also affects company performance through employee well-being, work satisfaction, and sustainable performance. Employees cannot perform optimally when salary systems, workload distribution, career opportunities, and workplace support are not properly managed. HR planning must therefore include not only workforce quantity and competency forecasting, but also the human aspects of employment that influence motivation, loyalty, and long-term productivity. Sustainable HR planning recognizes that employees are not merely production inputs, but organizational members whose well-being directly affects performance continuity, innovation capacity, and organizational resilience (Suhail et al., 2025; García-Cruz et al., 2024; Aust et al., 2020).

One major consequence of weak HR planning is the disruption of employee welfare. When HR systems do not manage compensation, benefits, promotion, workload, and career clarity fairly, employees may experience dissatisfaction and declining motivation. This condition can reduce productivity because employees who feel neglected may become less engaged in their work. In contrast, companies that integrate welfare considerations into HR

planning are more likely to maintain employee commitment and reduce turnover. Welfare-oriented planning allows organizations to balance performance demands with employee needs.

Sustainable employee performance also depends on the quality of the work environment. A supportive work environment encourages collaboration, psychological safety, and knowledge sharing. If employees work in unclear structures or experience excessive pressure without adequate support, their performance may decline even when they possess strong technical skills. HR planning should therefore include mechanisms for monitoring workload, identifying work stress, and improving coordination among departments. This makes employee development more effective because employees can apply new competencies in a healthy organizational climate.

Problem management is also an important part of HR planning because workplace conflicts, accidents, dissatisfaction, or legal disputes may arise when employee-related issues are not handled systematically. Companies need clear procedures for grievance handling, occupational safety, employee relations, and performance correction. These procedures help prevent minor problems from becoming organizational crises. In this regard, HR planning contributes to performance by building preventive systems that protect both employees and the company.

Moreover, employee well-being strengthens organizational sustainability because employees who feel supported are more likely to remain with the company and contribute over the long term. Retention is important because high turnover can disrupt workflow, increase recruitment costs, and reduce institutional knowledge. A company that invests in employee well-being through fair HR planning creates a stronger foundation for long-term competitiveness. This is especially important in dynamic business environments where organizational learning and employee loyalty become strategic assets.

Therefore, HR planning should be broadened from a narrow administrative function into a sustainable management practice. Its role is not only to ensure that positions are filled, but also to ensure that employees can work productively, fairly, and continuously. The more effectively a company integrates employee well-being into HR planning, the greater its ability to build sustainable performance. This confirms that company performance is shaped not only by systems, technology, and strategy, but also by the quality of employment relationships inside the organization.

## 5. Developing Effective and Efficient HR Planning for Company Performance Improvement

Effective and efficient HR planning requires a systematic process that begins with evaluating current human resource availability and ends with implementing and monitoring workforce development strategies. Companies must first identify existing employee profiles, including skills, qualifications, age, work experience, performance records, and career potential. After that, they must forecast future workforce needs based on business objectives, technological changes, and organizational transformation. This process must be supported by talent management, succession planning, and performance evaluation so that HR decisions are not based on assumptions, but on accurate evidence and strategic priorities (Montero Guerra et al., 2023; Mehreen & Ali, 2022; Park et al., 2024).

The first step in developing effective HR planning is evaluating the availability of existing human resources. This evaluation should not only count the number of employees, but also analyze whether their competencies match current and future organizational requirements. HR managers need to collect information from department heads, performance records, employee databases, and competency assessments. Through this process, the company can identify strengths, weaknesses, and potential workforce gaps. Accurate evaluation enables management to determine whether employees should be trained, transferred, promoted, or supported through other development interventions.

The second step is analyzing future HR needs. Companies must anticipate vacancies, retirement, expansion, restructuring, technological transformation, and changes in market demand. Future HR needs are not always related to hiring more employees; sometimes they involve developing different competencies among existing employees. For example, a company undergoing digital transformation may need employees who can operate digital platforms, analyze data, or manage hybrid work systems. Therefore, future HR analysis must connect workforce planning with organizational strategy.

The third step is estimating HR demand and identifying workforce imbalances. HR demand refers to the number and quality of employees needed to achieve organizational goals, while workforce imbalance refers to the gap between current HR conditions and future requirements. If demand is higher than availability, the company must prepare recruitment, training, or outsourcing strategies. If availability exceeds demand, the company must consider reassignment, reskilling, or restructuring. This stage is important because it helps the company avoid both workforce shortages and inefficient overstaffing.

The fourth step is implementing HR planning through concrete programs such as recruitment, selection, promotion, transfer, training, career development, and succession planning. Implementation must be monitored to ensure that each program contributes to organizational objectives. Training programs should be evaluated based on their relevance to job needs, while promotion and transfer decisions should be based on competency and performance. HR planning will only improve company performance if implementation is consistent, transparent, and connected to measurable outcomes.

Finally, effective HR planning requires continuous evaluation. Companies must periodically review whether workforce plans remain relevant to business conditions and employee development needs. Evaluation helps management identify whether HR programs have improved productivity, reduced costs, increased employee satisfaction, strengthened retention, and supported innovation. In this way, HR planning becomes a cycle of assessment, forecasting, implementation, and improvement. The main conclusion of this discussion is that company performance improves when HR planning is treated as a strategic, evidence-based, and development-oriented process rather than a routine administrative activity.

## CONCLUSION

Human resource planning plays a fundamental role in strengthening employee development and improving company performance. The discussion shows that HR planning is not merely an administrative activity related to employee numbers, recruitment, or staffing needs, but a strategic process that connects organizational goals with workforce capacity. Through systematic planning, companies can identify current and future human resource requirements, determine competency gaps, and design development programs that support productivity, efficiency, innovation, and long-term competitiveness. Therefore, effective HR planning becomes an essential foundation for ensuring that employees are placed in appropriate positions, equipped with relevant competencies, and directed toward achieving organizational objectives.

The findings also indicate that weak or ineffective HR planning can negatively affect organizational performance. Poor workforce planning may result in unclear organizational structures, inappropriate employee placement, inefficient use of resources, increased operational costs, reduced employee welfare, and declining work productivity. In contrast, companies that implement structured HR planning are better able to anticipate environmental changes, technological transformation, employee turnover, and future business demands. This confirms that HR planning must be integrated with employee development, career management, performance evaluation, and human resource information systems so that the organization can respond proactively to internal and external challenges.

Overall, this study emphasizes that company performance improvement depends on the ability of organizations to manage human resources strategically and sustainably.

Employee development should be designed as a continuous process that is directly linked to HR planning and organizational strategy. Companies need to evaluate employee availability, forecast future workforce needs, identify competency imbalances, and implement development programs based on accurate data and clear performance targets. By doing so, HR planning can contribute not only to operational efficiency but also to the creation of a competent, adaptive, motivated, and competitive workforce capable of supporting sustainable organizational growth.

#### ACKNOWLEDGEMENT

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