Analysis of the Influence of Human Resource Planning and Development on the Productivity of MSMEs in Bulak District, Surabaya Post the Covid-19 Pandemic

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Abstract. In the era of the industrial revolution 4.0, human resources are required to be more sophisticated and advanced in all fields. Internet and technology continue to be put forward in facing every effort and activity against globalization. The following research aims to determine and analyze the influence of planning and human resource development on the productivity of MSMEs in Bulak District, Surabaya after the Covid-19 Pandemic. The following research uses a quantitative approach and the analysis method uses multiple linear regression. The data collection technique in this study used a questionnaire with a sample of 90 respondents. The results of the following study show that planning has a significant effect on productivity because the significance value is 0.000 <0.05. Human resource development has a significant effect on productivity because the significance value is 0.000 <0.05. Planning and development of human resources simultaneously have a significant effect on productivity because the significance value is 0.000 <0.05. Planning and human resource development affect the productivity variable by 63.1% and the remaining 36.9% is explained by other variables outside the model.

Keywords: Planning, Human Resource Development and Productivity

INTRODUCTION

The current economic condition is the main focus in driving the wheels of life for all communities at all levels. The pandemic that hit the world, which started at the beginning of 2019, had a huge impact on people's lives worldwide, especially on the economic aspect. Many things have been done to obtain income to stimulate the family's economy, and the Government has also improved this condition. One of the government programs currently very beneficial is the Micro, Small and Medium Enterprises (MSME) program, whose products are created by society and are also intended for society. Before starting a business, in this case mentioned, Micro Small and Medium Enterprises (MSMEs), someone must have proper and thorough planning.

What is necessary to start a business is to have the right planning to predict whether the business we will run is according to our wishes and how much turnover we will get from the business. According to Mathis and Jackson (2006), human resources are the design of formal systems in an organization to ensure the effective and efficient use of fuel to achieve organizational goals. According to Suparyadi (2015:2), human resource management is a system that aims to influence the attitudes, behavior and performance of employees so that they can provide optimal contributions to achieve organizational goals. An equally important role is development. Human Resources. So the role of Human Resources Development is needed for our business to be accepted by the market.

Development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees with the needs of a job or position through education and training (Hasibuan (2014:69). Human resource development can be concluded as increasing a person's abilities and capacity by carrying out training and learning aimed at to optimize a person's effectiveness. Like the problem faced by MSMEs in Bulak District, Surabaya, human resource planning still needs to be completed, especially in post-pandemic conditions. Through the Bulak District, the government is the only channel of capital for establishing MSMEs. However, it is not accompanied by clear planning, such as selecting qualified business actors for MSME development, maintaining sustainable facilities and infrastructure, and consistently monitoring business performance and productivity.

The quality of human resource performance in an organization must be considered for continued organizational productivity. To improve and maintain the quality of human resources available in an organization, steps are needed whose possible behavior can be predicted by analyzing information about the individual or human resource. Human resource development is seen as improving the quality of human resources through various programs implemented.

The problems MSMEs face in Bulak District also occur regarding the development of human resources or existing MSME actors. Lack of training to become an entrepreneur, lack of training and lack of awards are aspects that must be considered. When obtaining approval for an MSME permit, it is as if business actors are only required to run the business. However, there is no further role from the , sogovernment this business will be better, especially in terms of business productivity.

From the explanation and problems regarding planning and development of human resources and the importance of increasing business productivity in MSMEs in Bulak District, the problem formulation is as follows:

1. Does human resource planning affect the productivity of MSMEs in Bulak District, Surabaya, after the COVID-19 pandemic?

2. Does human resource development affect the productivity of MSMEs in Bulak District, Surabaya, after the COVID-19 pandemic?

3. Does planning and development of human resources simultaneously affect the productivity of MSMEs in Bulak District, Surabaya, after the COVID-19 pandemic?

THEORITICAL BASIS

1. Human Resources Planning

a. Understanding Human Resources Planning

Human resource planning is a set of steps management takes to ensure the organization has the right workforce to occupy the right positions and jobs at the right time. Wether and Davis in Sutrisno (2016: 33) reveal that human resource planning is a systematic planning regarding estimating needs and procurement of employees. Human resource planning is a series of activities carried out to anticipate business and environmental demands on an organization in the future and to meet workforce needs arising from these conditions.

b. Human Resource Planning Indicators

Human resource planning indicators according to Hasibuan (2016: 257-259), namely:

1) Procurement

   Procurement is withdrawing or selecting old or new employees for organizational needs.

2) Development

   Development is a process of improving employees' skills

3) Compensation

   Compensation is the provision of direct or indirect remuneration to employees

4) Maintenance

Maintenance is an activity to maintain the physical and mental condition and loyalty of employees, so they want to continue working

5) Discipline

Discipline is the desire and awareness to obey organizational regulations

6) Dismissal

Dismissal is the termination of a person's employment relationship with an organization for reasons of retirement and being fired

2. Human Resources Development

a. Understanding Human Resources Development

Elmi (2018: 69) explains that human resource development improves human quality or abilities. This is done in order to achieve goals. The improvement referred to here is planning, developing, and managing human resources. Elmi further explained that human resource development is a continuous effort to improve the quality of human resources in the broadest sense through education, training and coaching. Development is also defined as improving human quality or ability to achieve a goal. The improvement process can take the form of planning, development and management of human resources. According to Hasibuan (2016: 69), the definition of human resource development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees to the needs of the job or position.

b. Human Resource Development Indicators

According to Hasibuan (2016: 82), the indicators measured by the development methods applied include the following:

1) Employee work performance

2) Employee discipline

3) Employee Absence

4) Level of production damage better.

5) Employee accident rate

6) Level of wastage of raw materials

7) Level of Cooperation

8) Employee Intensive Wage Rate

9) Employee Initiative

10) Leadership and Managerial Decisions

3. Productivity

a. Understanding productivity

Work productivity is an employee's ability to produce compared to the input used. A person can be productive if he can produce goods or services as expected in a short or fixed time (Elbadiansyah, 2019 p. 250). Work productivity is producing more work than the usual standard (Faida, 2019: 165). According to Afandi (2016: 74), productivity is a mathematical comparison between the amount produced and the amount of each resource used during production; these sources can be land, raw materials and auxiliary materials, factories, machines, tools and labor.

b. Productivity Indicators

According to Sutrisno (2016: 104-105), to measure work productivity, an indicator is needed as follows:

1) Ability

2) Increase the results achieved

3) Work enthusiasm

4) Self-development

5) Quality

6) Efficiency

Based on the explanation above, a hypothesis was prepared in this research, namely:

H1: Human resource planning significantly affects productivity after the COVID-19 pandemic in MSMEs in the Bulak District, Surabaya.

H2: Human resource development significantly affects productivity after the COVID-19 pandemic in MSMEs in the Bulak District, Surabaya.

H3: Human resource Planning and development simultaneously significantly affect productivity after the COVID-19 pandemic in MSMEs in the Bulak District of Surabaya.

RESEARCH METHODS

This research design uses a quantitative research approach. This type of research uses descriptive research methods. Sugiyono (2017:8) states that quantitative research methods are research methods used to research certain populations or samples, collecting data using research instruments, analyzing data in the form of statistics, with the aim of testing hypotheses. This research is causal comparative in nature which connects causes or reasons with two or more variables and compares the results of previous research and tests theories.

The population of this research is all MSME actors in the Bulak Region District of Surabaya, totaling 865 business actors and the population in this research is 90 respondents

To test the truth and hypothesis proposed, it was tested using multiple linear regression. The multiple linear regression model used for this research data is:

$Y = a + b1X1 + b2X2 + e$

Information:

Y = Productivity

a = Constant

X1 = Human resource planning

X2 = Human resource development

b1 = Regression coefficient for variable X1

b2 = Regression coefficient for variable X2

e = Standard error (Unexplained variable)

RESEARCH RESULT

The characteristics of respondents described below are based on gender, age, highest level of education, length of service and monthly expenses.

Characteristics of respondents based on gender: male respondents were 60%, 54 respondents, and female respondents were 60%, 36 respondents out of a total of 90 respondents. It can be concluded that the majority of MSMEs in Bulak Subdistrict, Surabaya are male because many of the businesses require processes using machines. Men are more able to run them than women.

Characteristics of respondents based on age <25 years is 26.7% as many as 24 respondents, age 25-35 years is 16.7% as many as 15 respondents, age 35-45 years is 18.9% as many as 17 respondents, age >45 years is 37, 8% as many as 34 respondents. This can be concluded if age >45 is the productive age for working as a business actor.

1. Instrument Test

a. Validity test

Tabel 1 Validity test X1

No	Pernyataan	r test	r tabel	Ket
1	X1.1	0,401	0,1745	Valid
2	X1.2	0,662	0,1745	Valid
3	X1.3	0,709	0,1745	Valid
4	X1.4	0,485	0,1745	Valid
5	X1.5	0,454	0,1745	Valid
6	X1.6	0,536	0,1745	Valid
7	X1.7	0,426	0,1745	Valid
8	X1.8	0,538	0,1745	Valid
9	X1.9	0,499	0,1745	Valid
10	X1.10	0,422	0,1745	Valid
11	X1.11	0,363	0,1745	Valid
12	X1.12	0,512	0,1745	Valid

Sumber : Output SPSS (2022)

Tabel 2 Validity Test X2

No	Pernyataan	r hitung	r tabel	Ket
1	X2.1	0,367	0,1745	Valid
2	X2.2	0,429	0,1745	Valid
3	X2.3	0,382	0,1745	Valid
4	X2.4	0,350	0,1745	Valid
5	X2.5	0,429	0,1745	Valid
6	X2.6	0,368	0,1745	Valid
7	X2.7	0,478	0,1745	valid
8	X2.8	0,441	0,1745	valid
9	X2.9	0,390	0,1745	valid
10	X2.10	0,524	0,1745	valid
11	X2.11	0,527	0,1745	Valid
12	X2.12	0,518	0,1745	Valid
13	X2.13	0,370	0,1745	Valid
14	X2.14	0,459	0,1745	Valid
15	X2.15	0,554	0,1745	Valid
16	X2.16	0,398	0,1745	Valid
17	X2.17	0,415	0,1745	valid

18	X2.18	0,458	0,1745	valid
19	X2.19	0,533	0,1745	valid
20	X2.20	0,428	0,1745	valid

Sumber : Output SPSS (2022)

Tabel 3 Validity Test Y

No	Pernyataan	r hitung	r tabel	Ket
1	Y1.1	0,458	0,1745	valid
2	Y1.2	0,550	0,1745	valid
3	Y1.3	0,685	0,1745	valid
4	Y1.4	0,559	0,1745	valid
5	Y1.5	0,476	0,1745	valid
6	Y1.6	0,610	0,1745	valid
7	Y1.7	0,442	0,1745	valid
8	Y1.8	0,389	0,1745	valid
9	Y1.9	0,390	0,1745	valid
10	Y1.10	0,386	0,1745	valid
11	Y1.11	0,661	0,1745	valid
12	Y1.12	0,443	0,1745	valid

Sumber : Output SPSS (2022)

b. Reliability Test

Reliability testing is a test carried out to test the reliability of the relationship between variables. The reliability test in the table below is declared reliable if the Cronbach's Alpha obtained is greater than the minimum required Cronbach's Alpha, namely 0.7.

Tabel 4 Reliability Test

Variabel	Cronbach's Alpha	Minimal Cronbach's Alpha	Ket
Perencanaan sumber daya manusia (X1)	0,726	0,7	Reliabel
Pengembangan sumber daya manusia (X2)	0.781	0,7	Reliabel
Produktivitas (Y)	0,731	0,7	Reliabel

Sumber: Output SPSS (2022)

2. Classic Asumptiont Test

a. Normality Test

Tabel 5 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters	Mean	.0000000
	Std. Deviation	.24256483
Most Extreme Differences	Absolute	.059
	Positive	.043
	Negative	-.059
Kolmogorov-Smirnov Z		.564
Asymp. Sig. (2-tailed)		.908

a. Test distribution is Normal.

Sumber : Output SPSS (2022)

Based on the normality test results using the Kolmogorov-Smirnov test, a significance value of 0.908 = 90.8% was obtained. > 5% This means that the unstandardized variables are normally distributed

b. Uji Multikolinearitas

**Tabel 6 Uji Multikolinearitas**

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Perencanaan Sumber Daya Manusia (X1)	.572	1.749
	Pengembangan Sumber Daya Manusia (X2)	.572	1.749

Sumber : Output SPSS (2022)

The multicollinearity test above indicates a tolerance value of 0.572 > 0.05 and a VIF value of 1.749 < 10.00 indicating no symptoms of multicollinearity.

c. Uji Heteroskedasticity
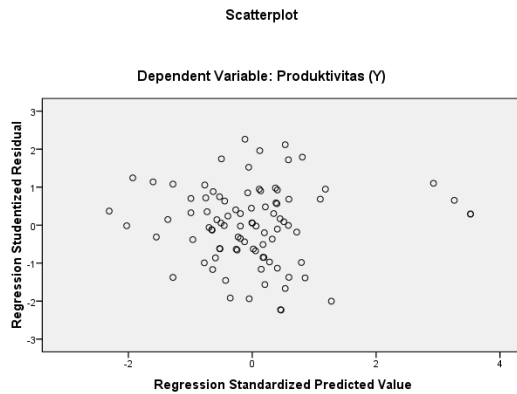
Resource: Output SPSS (2022)

Picture 1 Heteroskedasticity Test

A heteroscedasticity test is used to find out whether symptoms of heteroscedasticity occur in the regression or not. Good regression does not do that. The results prove no symptoms of heteroscedasticity because the distribution of points is not patterned and spread out.

3. Data Analysis Test

a. Multiple Linear Equations

Table 7 Multiple Linear Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.391	.287		1.365	.176
	Perencanaan Sumber Daya Manusia (X1)	.482	.085	.491	5.700	.000
	Pengembangan Sumber Daya Manusia (X2)	.426	.096	.381	4.421	.000

a. Dependent Variable: Produktivitas   (Y)

Resource: Output dari SPSS (2022)

A simple linear regression equation is obtained from the table above.

Y = 0,391 + 0,482 X1 + 0,426 X2

The interpretation of the model above is as follows:

a. The constant (a) is 0.391, indicating that if the independent variable = 0 then the dependent variable is 0.391

b. The value of the human resource planning coefficient (b) is 0.482, indicating that if the value of human resource planning increases, productivity will increase by 0.482 assuming other independent variables are constant.

c. The coefficient value of human resource development (b) is 0.426, indicating that if the value of human resource development increases, it will increase productivity by 0.426, assuming other independent variables are constant

b. Correlation and determination coefficient (R^2)

Tabel 8 Koefisien korelasi and determination (R^2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794[a]	.631	.622	.24534

a. Predictors: (Constant), Human Resources Develpoment (X2), Human Resources Planning (X1)

Resources: Output SPSS (2022)

Based on the table above, a correlation coefficient (R) value of 0.794 is obtained; this shows that there is a positive relationship between human resource planning and human resource development so it can be seen that if human resource planning and human resource development are good, productivity will be maximized, vice versa. The coefficient of multiple determination (R2) is 0.631, meaning that the independent variables human resource planning and human resource development influence the productivity variable by 63.1%, which means that the human resource planning variable and human resource development influence the productivity variable included in the category strong and the remaining 36.9% is explained by other variables outside this research.

4. Hypothesis Testing

a. Uji t

Tabel 9 Uji t

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.391	.287		1.365	.176
Perencanaan Sumber Daya Manusia (X1)	.482	.085	.491	5.700	.000
Pengembangan Sumber Daya Manusia (X2)	.426	.096	.381	4.421	.000

a. Dependent Variable: Produktivitas　　　(Y)

Resources: Output SPSS (2022)

Due to the significant value of $0.000 < 0.05$, Hypothesis (H1) is accepted, which means that human resource planning significantly affects the productivity of MSMEs in Bulak District, Surabaya after the COVID-19 pandemic. The magnitude of the influence of human resource planning on productivity is 0.491 or 49.1%.

Because the significant value is $0.000 < 0.05$, Hypothesis (H2) is accepted, which means that human resource development significantly affects the productivity of MSMEs in Bulak District, Surabaya after the COVID-19 pandemic. The magnitude of the influence of human resource development on productivity is 0.381 or 38.1%.

b. F test

Tabel 10 Uji F

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.953	2	4.477	74.375	.000ᵃ
Residual	5.237	87	.060		
Total	14.190	89			

a. Predictors: (Constant), Pengembangan Sumber Daya Manusia (X2), Perencanaan Sumber Daya Manusia (X1)

b. Dependent Variable: Produktivitas (Y)

Resources: Output SPSS (2022)

The conclusion is that because the significance value is 0.000 < 0.05, Hypothesis (H3) is accepted, which means that human resource planning and human resource development have a significant simultaneous influence on the productivity of MSMEs in Bulak District, Surabaya after the Covid-19 Pandemic. The magnitude of the influence of human resource planning and human resource development on productivity is 0.631 or 63.1%, which means the influence is strong.

DISCUSSION

The results of this research show that there is a partially significant influence between human resource planning and productivity of 0.491. These results are proven to be significant 0.000 < 0.05, meaning that the human resource planning variable (X1) has a significant effect on productivity (Y). As human resource planning improves, productivity will also increase.

Based on the results of the respondent's description, it shows that the majority answered all statements regarding human resource planning with the most answers strongly agreeing, namely 90 respondents in the first statement, "Bulak District holds selection and screening for MSME licensing in Bulak District, Surabaya." These results show that Bulak District, through various development programs, can provide maximum planning for every individual who wants to become a business actor. This is related to the long term; of course existing MSMEs will be developed, paid attention to and evaluated

so that the Government can facilitate and help the potential of existing MSMEs. They can develop well.

The results of this research align with previous research by Syari (2018), who found that human resource development has a positive and significant effect on productivity. This means that the higher the development of human work resources, the higher the productivity. The development of work human resources is an incentive for employees to continue to work well and be ready to face all the difficulties that come their way. With human resource development, employees will have the enthusiasm and drive to carry out all the tasks they are given. Employees generally work because they are encouraged to fulfill their living needs. Employees can focus on carrying out their duties and responsibilities by fulfilling these needs.

The results of this research show that human resource planning and human resource development simultaneously have a significant effect on productivity of 0.631 which can be categorized as a strong influence, proven by a significant value of 0.000 < 0.05, meaning that human resource planning and human resource development simultaneously has a significant effect on productivity.

The coefficient of multiple determination (R2) obtained was 0.631, meaning that the independent variables human resource planning and human resource development influenced the productivity variable by 63.1% and other variables outside the model explained the remaining 36.9%. A large percentage of human resource planning and development is said to have a strong influence on productivity.

Suppose human resource planning and human resource development are developed together. In that case, they can influence productivity, meaning that if human resource planning and development increase, productivity will also increase. FThisexplanation means that human resource planning and development must be in harmony to be implemented in the MSMEs of Bulak District, Surabaya. Planning for business actors who have potential and also providing various training programs must be implemented together in order to achieve optimal productivity.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the test results and discussion, to answer the problem formulation and prove the hypothesis that had been previously formulated, the researcher concluded as follows:

a) Human resource planning significantly affects productivity in MSMEs in Bulak District, Surabaya. This can be interpreted as if human resource planning is improved, then productivity will also increase. Good resource planning is implemented through selection and screening by the District of individuals who wish to become MSMEs in Bulak District, Surabaya.

b) Human resource development significantly affects productivity in MSMEs in Bulak District, Surabaya. If the organization provides human resource development, such as providing training and evaluating business results, then productivity will also increase.

c) The variables of human resource planning and human resource development together (simultaneously) significantly affect productivity in MSMEs in Bulak District, Surabaya with a strong category influence. This means that human resource planning and development variables influence productivity with great force, so these two variables must be applied well together.

Suggestions

As for future researchers who are interested in researching the same topic, it is recommended to add or change variables such as intervening variables, namely work discipline and business facilities, with the number of respondents being added and in different places so that it can provide more varied results and of course it is hoped that they will be better than previous research.

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