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Saskia Azalia

ID Hunter Recruitment Agency, saskiazalia@gmail.com

Ali Araafi Akbar

National University of Singapore, ali.a.akbar@u.nus.edu

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THE RELATIONSHIP BETWEEN PLANNING PROCESS AND JOB SATISFACTION OF PART-TIME PERSONNEL

Saskia Azalia^{1*}, Ali Araafi Akbar²

¹ID Hunter Recruitment Agency, Indonesia

²Department of Management and Organisation, National University of Singapore, Singapore

*Correspondence: saskiazalia@gmail.com

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Abstract

This research investigates the part-time Human Resource Planning process at the Indonesia International Motor Show (IIMS) 2022 event organized by PT Dyandra Promosindo, alongside the job satisfaction levels of the Human Resources during their tenure. Employing a qualitative approach, we utilized methods such as direct field observations, interviews, and the distribution of questionnaires (surveys) to assess Human Resource performance. The findings indicate that the part-time Human Resource Planning process at PT Dyandra Promosindo encompasses forecasting requirements, identifying the requisite number of Human Resources, determining Human Resource needs, training (briefing), and monitoring and controlling. The job satisfaction levels of the Human Resources are found to be satisfactory or above average, yet there remains potential for improvement in several indicators.

Keywords: *human resource, job satisfaction, part-time personnel, planning, PT Dyandra Promosindo*



INTRODUCTION

As a developing country, Indonesia has gained recognition as one of the global MICE (Meetings, Incentives, Conferences, and Exhibitions) destinations, as evidenced by its 46th ranking as a global MICE destination by The International Congress and Convention Association (ICCA) in 2012 (Fortune PR, 2013). Philip Kotler (2004) defines tourism as an event designed to convey a specific message to a targeted audience. An event is interpreted as a celebration of ideas designed to engage the target audience for direct interaction and achieve the desired impact. It is also an essential component of professional life, corporate activities, non-profit organizations, and the government sector.

One prominent sector within the event industry that captivates the interest and attention of the Indonesian populace is exhibitions. Exhibitions are meticulously organized events intended to demonstrate, market, sell, and augment the exposure of products by convening individuals or audiences with shared interests and ideologies to foster enhanced synergy and achieve specific objectives. Exhibitions employ a mass approach as an outreach method, offering myriad benefits for the MICE sector. These advantages encompass opportunities for the growth of small and medium-sized enterprises, the establishment of tourist destinations as business hubs to attract visitors and other enterprises, facilitation of investment in tourism and recreational infrastructure, and the provision of psychological and spiritual value through recreational and entertainment functions.

Extensive preparation and planning are requisite for the execution of an exhibition by a PEO (Professional Event Organizer). In addition to financial, physical, and technological resources, human resources are pivotal for the successful realization of such events. A large-scale exhibition necessitates meticulous preparation and stakeholder support to ensure seamless execution. Part-time workers exemplify human resources that assist Event Organizers in event management. Particularly in the service sector, the employment of part-time workers is often indispensable due to fluctuations in customer demand that can influence operational efficacy.

For the Indonesia International Motor Show (IIMS) 2022, the Human Resources Department (HRD) of PT Dyandra Promosindo decided to recruit around 110 part-time workers to assist and provide fieldwork knowledge to the workers, ensuring the smooth and successful execution of the exhibition. This research highlights the preparation process for the exhibition, particularly focusing on part-time human resources and the effectiveness of part-time human resources preparation and employee satisfaction during their work. The research aims to identify the planning process for part-time human resources for the Indonesia International Motor Show (IIMS) 2022 and analyze the job satisfaction levels of part-time human resources at the event.

PT Dyandra Promosindo's human resource planning for part-time personnel for the IIMS 2022 event is designed to ensure the fulfillment of the event's specific requirements. The company adopts an approach consistent with human resource planning theories to align the deployment of part-time workers with the requisite capacities, competencies, and skills. As articulated by Lunenburg (2012), human resource planning is a strategy to identify and address an organization's future labor needs, with a focus on achieving organizational objectives. The extensive scale of the IIMS event and its designation as an internal event for PT Dyandra Promosindo necessitate reliance on part-



time workers as an extension of the internal team to manage tasks that demand direct execution and detailed attention.

Human Resource Planning

Lunenburg (2012) emphasizes the significance of planning human resource needs to achieve organizational goals, including identifying staffing needs, projecting workforce availability, and devising strategies to maintain the appropriate quality and quantity of human resources. According to Lunenburg, the functions of human resource planning encompass job analysis, demand and supply forecasting, and considering legal constraints in managing an organization's human resources. Kaila (2005) highlights the primary benefits of human resource planning (HRP), including managing personnel needs, proper recruitment, optimal placement, performance appraisal, fair promotion, targeted training, effective internal transfers, career development, and employee motivation. Notoatmodjo (2009) adds that HRP also aids in the effective utilization of human resources, aligning workforce activities with organizational objectives, facilitating efficient workforce recruitment, and managing the economical procurement of new labor.

Caruth et al. (2009) identify three phases in human resource planning (HRP). The first phase involves forecasting personnel needs to align the number and type of employees with organizational changes. The second phase includes evaluating the availability of qualified employees from both internal and external sources to match the company's needs. The final phase involves developing specific actions to ensure the company has the right human resources in terms of timing, type, and quantity to support strategic business plans. Meanwhile, Handoko (2010) identifies four HR planning systems, including inventory, employee demand forecasting, HR plan formulation, and monitoring and evaluation to ensure the alignment between labor demand and supply.

Job Satisfaction

Job satisfaction is a crucial factor in enhancing the efficiency and effectiveness of business organizations. A new managerial paradigm underscores the importance of treating employees as individuals with personal needs and desires. Satisfied employees tend to be happier and more successful in their work. Job satisfaction encompasses an individual's feelings and beliefs about their current job, including evaluations of various aspects such as the nature of the work, colleagues, supervisors, and salary (George et al., 2008). Kaliski (2007) also adds that job satisfaction reflects an individual's achievements and success in their work, directly impacting productivity and personal well-being. It also influences recognition, income, promotion, and other goal achievements that reinforce feelings of fulfillment in the job.

Factors influencing job satisfaction include the security of the work environment, which according to Hong et al. (2013), refers to comfortable physical conditions such as office equipment and furniture. Additionally, opportunities to utilize skills and abilities are important, as individuals feel satisfied when they can effectively use their capabilities (Parvin and Kabir, 2011). Adequate compensation also affects job satisfaction, indicating that sufficient salaries and monetary benefits can enhance one's job satisfaction. Supervisor support is crucial and reflects appreciation and consideration for employees' contributions (Neog and Barua, 2014). Furthermore, job characteristics such as skill variety, task identity, and autonomy play roles in enhancing job satisfaction. Finally, good relationships with



colleagues and flexibility in work-life balance also contribute to job satisfaction, making employees feel more productive and satisfied with their work (Kumari et al., 2014).

The remainder of the paper is structured as follows. The methodology outlines our four data collection approaches: direct field observations, interviews, the distribution of questionnaires (surveys), and desk study. The findings section discusses the analysis of human resource planning for part-time staff at the IIMS 2022 event, explores job satisfaction among part-time human resources during the event, and provides a detailed explanation of the satisfaction levels analysis among part-time employees at the event. The conclusion summarizes key findings, highlights theoretical and practical contributions, and proposes avenues for future research.

METHODOLOGY

A combination of primary and secondary data sources was employed in this study. The primary data collection methods encompassed direct field observations, interviews, and the distribution of questionnaires (surveys), while secondary data was obtained through online sources and policy documents.

The researcher engaged in direct field observation and actively participated in the part-time HRM planning process and execution of the Indonesia International Motor Show (IIMS) at PT Dyandra Promosindo. During this period, the researcher had the opportunity to interview a representative who holds roles as both the HR Officer at PT Dyandra Promosindo and a member of the HRD team responsible for the Indonesia International Motor Show (IIMS) 2022. To gather insights, the researcher distributed questions via a Google Form aimed at assessing the quality and job satisfaction levels of part-time HRM personnel during their involvement in the IIMS 2022.

The results from the survey conducted using Google Forms were then scored and weighted using the Likert scale as a method to determine the level of satisfaction of part-time employees from highest to lowest on each indicator. This analysis provided valuable insights into areas for potential improvement within the organization.

FINDINGS AND DISCUSSION

This section is divided into three sub-sections. First, the identification of human resource planning for part-time staff at the IIMS 2022 event, encompassing the objectives and processes involved in part-time human resource planning at the event. Second, the examination of job satisfaction among part-time human resources at the IIMS 2022 event, including respondent profiles and detailed explanations of job satisfaction among part-time human resources at the event. Finally, a comprehensive elucidation of the analysis of weighting the satisfaction levels of part-time employees at the IIMS 2022 event.

Part-Time Human Resource Planning for IIMS 2022

PT Dyandra Promosindo applies a five-stage process in planning part-time human resources for the IIMS 2022 event. The first stage involves forecasting needs, where they reference data from previous years and adjust for the specific characteristics of the IIMS event and the prevailing conditions of the Covid-19 pandemic. Subsequently, they



collaborate with relevant users to identify specific human resource requirements for the event. This stage is critical to ensure that the quantity and types of human resources needed are appropriately met for the IIMS 2022 event.

PT Dyandra Promosindo's forecasting of needs aligns with principles outlined by Caruth et al. (2009). The first phase includes creating new job opportunities, adjusting needs based on data from previous years, and strategizing to increase or decrease requirements in line with anticipated future needs. Furthermore, PT Dyandra Promosindo analyzes the venue's area to be used as one form of identifying the number of Covid-19 task force teams required and mapping out the registration system to be used as a prediction of the number of human resources needed.

The identification of the number of part-time human resources by PT Dyandra Promosindo aligns with the second phase described by Caruth et al. (2009). This step involves field surveys of the venue to be used and adjustments in the demand for the number of human resources from each user to meet future human resource needs. Next, PT Dyandra Promosindo continues the planning process by establishing human resource requirements based on the competencies of potential employees, including knowledge, skills, and relevant experience. The goal is to avoid errors in recruiting and placing part-time human resources during event execution. The company prioritizes candidates with backgrounds as students or pupils, especially millennials who have good communication skills and product knowledge related to the IIMS event.

Placement of human resources is done according to their potential and qualifications, with HRD using intuition to assess individual competencies. PT Dyandra Promosindo records the strengths and weaknesses of each human resource to facilitate division assignments and job descriptions. This approach aligns with the concept of human resource inventory described by Handoko (2010). The preparation process for part-time workers involves intensive training on product knowledge, customer orientation, and handling visitor complaints, complemented by psychological assistance from Motekar to develop individual competencies. This step corresponds to the stage of acquiring qualified labor as stated by Handoko (2010).

Furthermore, Dyandra Promosindo monitors and controls the performance of part-time human resources during their tasks at the event, conducting mobile activities throughout the venue area. Each human resource receives feedback from their users, which is then analyzed by the HR team for routine evaluation. This approach aligns with the principles conveyed by Handoko (2010) regarding the final stage in human resource planning systems, emphasizing the importance of monitoring and evaluation for continuous improvement both internally and among the part-time human resources they lead.

PT Dyandra Promosindo has successfully implemented all stages of part-time human resource planning in accordance with the guidelines from Caruth et al. (2009) and Handoko (2010:56), but faces challenges that need to be addressed for the future. Internal constraints include sudden changes in demand and needs for part-time labor, sudden staff additions, and delays in briefing delivery from users, disrupting the flow of information to part-time staff. Meanwhile, external challenges include difficulties in discipline and ensuring accountability among a large number of part-time staff. The impacts of these challenges include rushed recruitment, uneven workload distribution among part-time staff due to additional tasks or inadequate briefings from users.

Job Satisfaction of Part-Time Employees

PT Dyandra Promosindo conducted a study on 110 part-time workers involved in the Indonesia International Motor Show (IIMS) 2022 as respondents. Questionnaires were distributed to identify respondent characteristics across several classifications. In terms of age, the majority of respondents were aged 21-25 years (57%), followed by the 15-20 age group (36%), while those aged 26-40 years constituted a small percentage. This aligns with the company's policy of prioritizing millennial workforce still in their educational process, who possess adequate product knowledge. The diagram is shown in Figure 1 below:

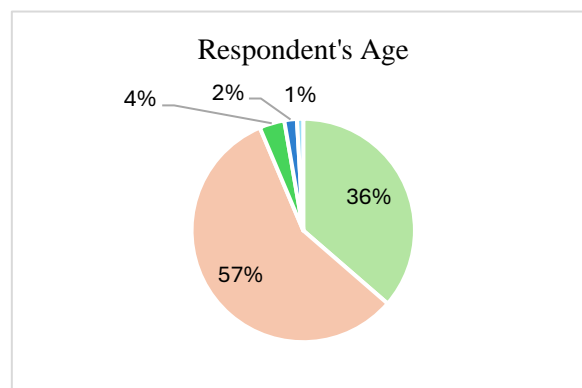


Figure 1. Respondent's Age

Regarding education, the majority of respondents came from a high school background (55%) and bachelor's degree (24%), with a small portion having a diploma (19%) and other educational backgrounds (2%). PT Dyandra Promosindo places greater emphasis on hiring part-time workers with high school diplomas and diplomas. In terms of job type, the majority of respondents were students (62%), followed by respondents with other jobs (33%), while employees and entrepreneurs accounted for a small percentage. The findings reflect the company's need to employ part-time workers primarily from the student demographic. The diagrams are shown in Figure 2 below:

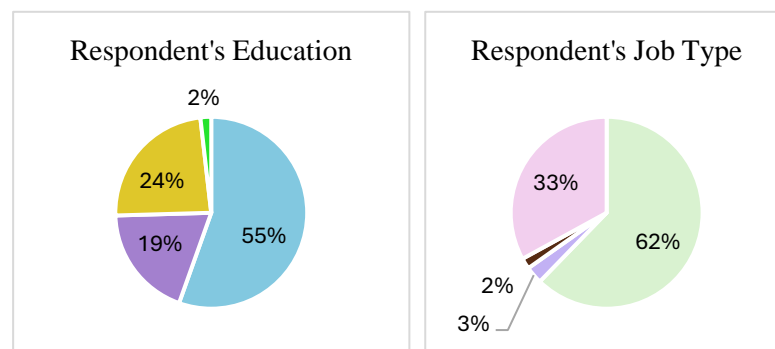


Figure 2. Respondent's Education and Job Type

PT Dyandra Promosindo conducted a survey of 110 part-time workers involved in the Indonesia International Motor Show (IIMS) 2022 to evaluate their satisfaction with various aspects of the work environment. The majority of respondents (52% strongly agree,

37% agree, 10% uncertain, 1% disagree) expressed satisfaction with the working conditions. Most also stated satisfaction with workplace facilities (59% strongly agree, 29% agree, 11% uncertain, 1% disagree) and the benefits obtained from the job (60% strongly agree, 29% agree, 11% uncertain). Respondents largely agreed that having various skills is a necessity in their job (50% strongly agree, 34% agree, 13% uncertain, the rest disagree). The diagrams are shown in Figure 3 below:

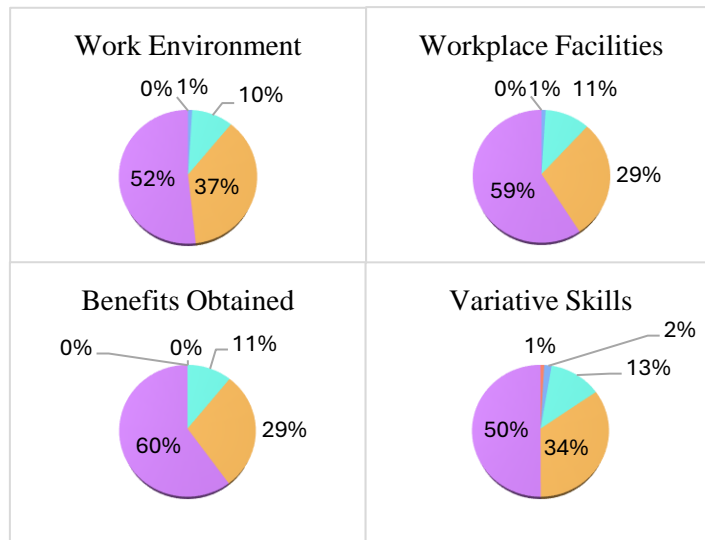


Figure 3. Work Environment, Workplace Facilities, Benefits Obtained, and Variative Skills Satisfactions

The briefing process before work was considered effective by the majority of respondents (59% strongly agree, 33% agree, 7% uncertain, 1% disagree), as well as the daily job evaluation (61% strongly agree, 27% agree, 11% uncertain, 1% disagree). However, there was variation in satisfaction regarding salary/wage (34% strongly agree, 31% agree, 20% uncertain, the rest disagree), reflecting some respondents' concerns about workload and compensation received. Overall, satisfaction with the provided consumption (45% strongly agree, 41% agree, 13% uncertain, 1% disagree) and support and motivation from supervisors (58% strongly agree, 32% agree, 9% uncertain, 1% disagree) also appeared positive in this study. The diagrams are shown in Figure 4 below:

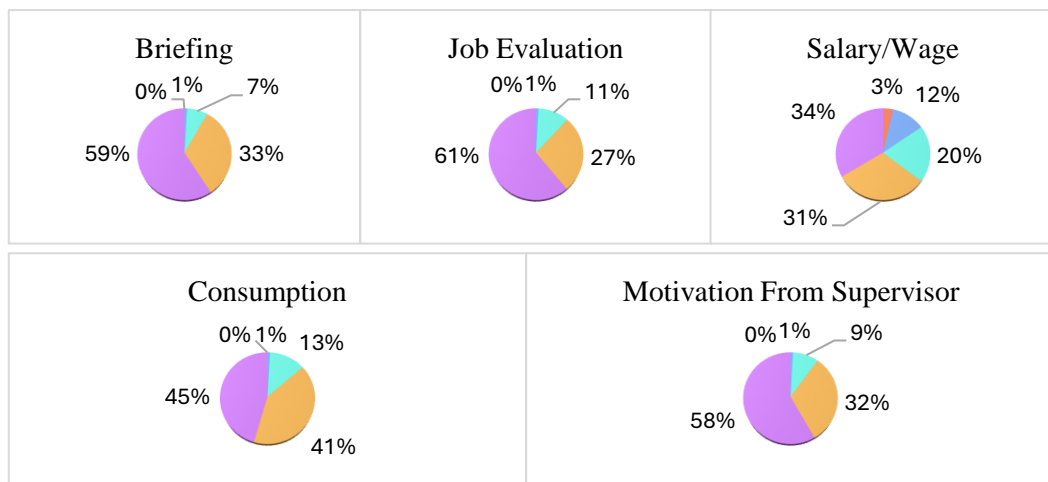


Figure 4. Briefing, Job Evaluation, Salary/Wage, Consumption, and Supervisor Assistance's Satisfaction

Furthermore, the majority of respondents satisfaction expressed with various aspects of the work environment and management. Most respondents indicated that they feel well-listened to by their superiors or supervisors regarding criticism, suggestions, and opinions (65% strongly agree, 32% agree, 4% uncertain). Additionally, 93% of respondents felt they received adequate assistance from their superiors or supervisors when facing difficulties in carrying out their tasks. Moreover, overall, 90% of respondents were satisfied with clear task assignments, although some were uncertain about the consistency of job descriptions provided. The diagrams are shown in Figure 5 below:

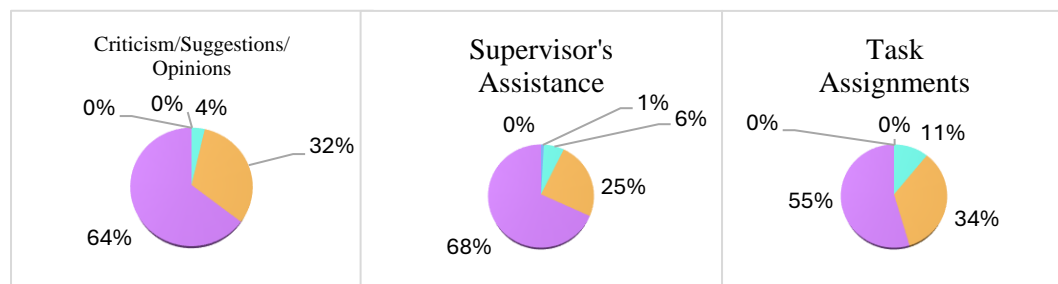


Figure 5. Criticism/Suggestions/Opinions, Supervisor's Assistance and Task Assignments Satisfaction

The research findings indicate that the company's disciplinary policy is positively received, with the majority of respondents feeling that the sanctions imposed are very fair (50% strongly agree, 34% agree). Regarding relationships with colleagues, 91% of respondents felt they received adequate support (62% strongly agree, 29% agree), while 83% of respondents considered their colleagues responsible in performing tasks (46% strongly agree, 37% agree). The diagrams are shown in Figure 6 below:

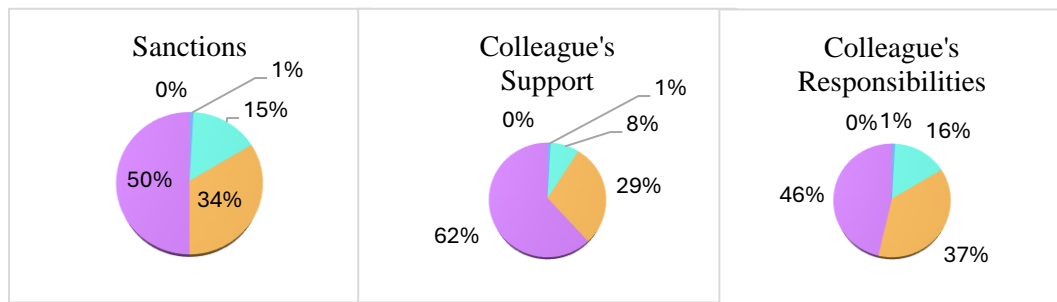


Figure 6. Sanctions, Colleague's Support and Colleague's Responsibilities Satisfaction

Moreover, respondents expressed mixed feelings about the flexibility of break times and working hours. Based on the data obtained, respondent satisfaction with the break time provided by the company shows that 37% strongly agree and 35% agree, while 22% are uncertain, and 6% neither disagree or strongly disagree. Additionally, satisfaction with the working hours at the IIMS 2022 event reveals that 35% of respondents strongly agree and 24% agree, while 24% are uncertain and 17% either disagree or strongly disagree. The variation in satisfaction may be due to the relatively short rest periods compared to the long working hours, which are from 9 AM to 10 PM for 11 consecutive days. The diagrams are shown in Figure 7 below:

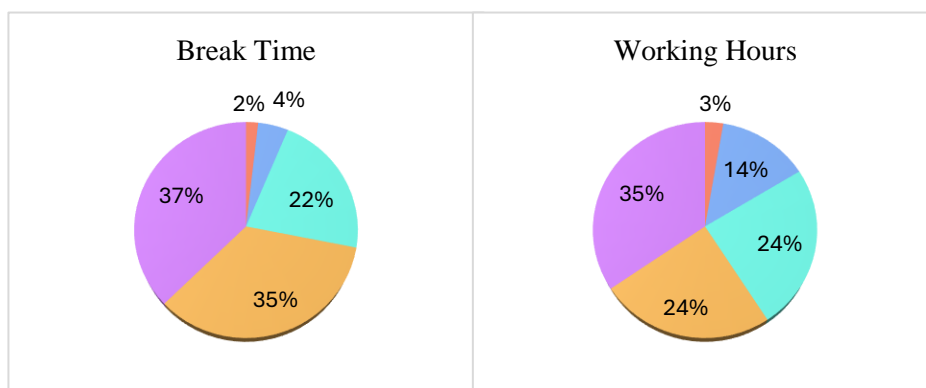


Figure 7. Break Time and Working Hours Satisfaction

Weighting of Job Satisfaction Levels

Figure 8 illustrates the weighting results of job satisfaction levels among part-time workers at the IIMS 2022 event. Out of 17 indicators queried to respondents, there are two indicators with the lowest satisfaction levels: working hours and salary/wages, each at 75% and 76%, respectively. However, both indicators still fall under the satisfied category according to the Likert scale. The indicator of break time provided by the company obtained an 80% satisfaction rate, also falling within the satisfied category. On the other hand, the indicator of listening to criticism, suggestions, and opinions by supervisors received the highest percentage, at 92%, while indicators such as briefing, job evaluation,

assistance from supervisors, and support from colleagues received 90%, indicating very high satisfaction levels according to the Likert scale.

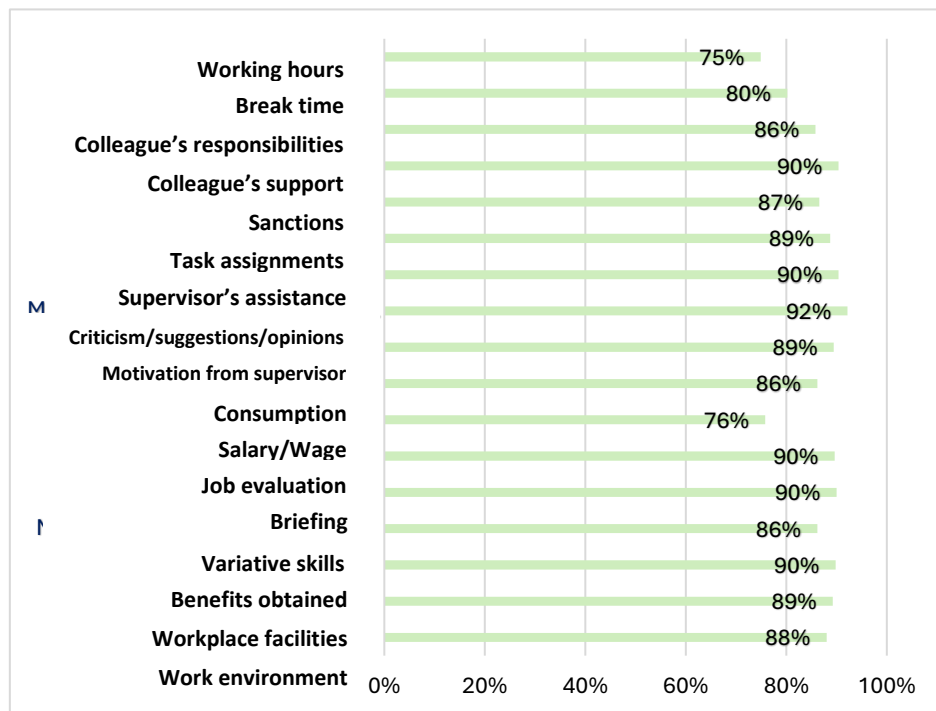


Figure 8. Job Satisfaction Levels

Nevertheless, part-time employees expressed dissatisfaction with the salary or wages they receive, as well as significant differences between working hours and break times provided. These findings differ from the views expressed by Neog and Barua (2014), who state that job satisfaction can be achieved if the salary and benefits received are sufficient to meet living needs. Conversely, the company's success in achieving high satisfaction with the supervisor support indicator aligns with the same theory, where receiving support, attention, and assistance from superiors can enhance employee job satisfaction.

CONCLUSION

Based on the detailed research analysis, it can be concluded that the process of planning part-time human resources at the IIMS 2022 event by PT Dyandra Promosindo involves five stages, including forecasting needs, identifying the number of employees, determining requirements, training, and monitoring. However, there are still shortcomings in the stage of identifying the number of employees that need improvement, particularly in enhancing internal communication to reduce miscommunication regarding needs and the addition of employees. On the part of part-time employees, the company can improve discipline and control to strengthen awareness of individual responsibilities.

In terms of job satisfaction, although most aspects are considered satisfactory, there are three indicators rated lowest: break time, working hours, and salary or wages.



Improvements are needed, especially in balancing working and break times and considering better compensation, such as implementing shifts and overtime pay, to enhance job satisfaction among part-time employees at the IIMS 2022 event. These steps are expected to improve working conditions and increase productivity and satisfaction among part-time employees in the company. These suggestions underscore the importance of thorough planning and effective communication in managing part-time employees to achieve company goals more efficiently and satisfactorily.

Theoretically, this research provides significant benefits to PT Dyandra Promosindo in enhancing the effectiveness of planning and managing part-time human resources. Identifying weaknesses in the stage of identifying the number of employees and aspects of job satisfaction allows the company to make specific improvements. Improved internal communication is expected to reduce errors in assigning and adding employees, thereby improving operational efficiency and workforce management. Strengthening control and discipline among part-time employees will also reinforce individual responsibility for their tasks, maintaining consistency and quality in job performance. Implementation of the research's recommendations is expected to contribute positively to achieving company goals more effectively and enhancing PT Dyandra Promosindo's reputation as a professional and trustworthy event organizer.

To improve the management of part-time human resources at events like IIMS 2022, PT Dyandra Promosindo should enhance internal communication by establishing clear channels and regular meetings, and implementing a feedback system for part-time employees. Accurate identification of employee numbers can be achieved through data-driven forecasting, flexible staffing plans, and maintaining a backup pool. Strengthening training and monitoring involves comprehensive programs, mentorship, and regular performance reviews. Discipline and control can be improved with clear guidelines, incentive programs, and fair disciplinary measures. Enhancing job satisfaction requires balanced working hours, fair compensation including overtime pay, and provisions for employee well-being. A detailed action plan, progress tracking using project management tools, and continuous improvement based on feedback will ensure the effective implementation of these recommendations, ultimately enhancing operational efficiency and job satisfaction.

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