

The Influence of Human Resource (HR) Planning, Leadership, and Organizational Culture on Hr Revitalization at PT. SGP, Tbk Plant Medan

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ABSTRACT

Human resource (HR) revitalization has become an important factor for organizations in facing increasingly intense industrial competition, particularly in the bottled drinking water industry. This study aims to analyze the effect of human resource planning, leadership, and organizational culture on HR revitalization at PT. SGP, Tbk Plant Medan. This research employs a quantitative approach using a survey method. The research population consists of 234 employees, with a sample of 71 respondents selected through simple random sampling. Data were collected using questionnaires measured on a 1-5 Likert scale. Data analysis was conducted using multiple linear regression with the assistance of SPSS version 25.

The results show that, partially, human resource planning has a positive and significant effect on HR revitalization ($t = 6.865$; $sig. = 0.000$), leadership has a positive and significant effect ($t = 3.015$; $sig. = 0.004$), and organizational culture also has a positive and significant effect ($t = 3.861$; $sig. = 0.000$). Simultaneously, 3 independent variables have a significant effect on HR revitalization, with an F-value of 26.557 ($sig. = 0.000$). The coefficient of determination (Adjusted R^2) of 0.523 indicates that 52.3% of the variation in HR revitalization can be explained by human resource planning, leadership, and organizational culture, while the remaining 47.7% is influenced by other variables not examined in this study.

These findings confirm that effective human resource planning, strong leadership, and a supportive organizational culture play an important role in promoting sustainable human resource revitalization.

INTRODUCTION

In this era of globalization, bottled drinking water production is highly sought after by the public because the drinking water produced by the company is guaranteed to be free from particles and substances that are not needed by the human body. PT. SGP, Tbk is a private company engaged in the bottled drinking water industry with the Cleo brand. Currently, many domestic private companies produce demineralized water. However, each company's process flow and product treatment will vary, as will each company's strategic plan.

To achieve organizational goals, organizations need to effectively manage their strengths and weaknesses. This can provide opportunities for survival and growth. Conversely, if an organization fails to manage its strengths and weaknesses in the face of challenges, its future existence will be threatened. Therefore, organizational management must be more proactive.

Human resource making plans is a crucial process in organizational control that ambitions to make certain that the organisation has the right wide variety of employees with the right talents at the proper time. Human useful resource making plans is carefully related to the revitalization of human sources inside the enterprise. Human aid revitalization refers to efforts to revitalize, renew, and improve the effectiveness and efficiency of human sources within a business enterprise. effective human useful resource making plans involves reading employee desires based totally on organizational desires. by means of know-how those needs, groups can plan appropriate revitalization programs to enhance employee talents and abilities. businesses can also project destiny workforce desires, which include required abilities, therefore allowing groups to devise appropriate schooling and development programs.

Further to HR planning, a business enterprise or employer's potential to reap its dreams can also be prompted with the aid of its management style. leadership is an important element of an enterprise's achievement. surely placed, an organisation's leadership is considered a hit if it upholds self-control and values individual obligations and work. furthermore, organizational success is determined through the leader's capability to coordinate subordinates with the intention to carry out optimally. management is the capacity of a pacesetter to manipulate, direct, and have an impact on the thoughts, feelings, or conduct of others to achieve predetermined goals.

The leadership feature encompasses numerous elements, together with making plans, organizing, directing, and controlling. a pacesetter should be capable of formulate techniques, control resources, provide clean direction, and measure overall performance effects. In an enterprise or organisation, leadership is successful whilst combined with the company's paintings lifestyle. Organizational tradition is a particular sample shared by participants and employees. This consists of behaviors or attitudes, norms, values, and assumptions associated with the combination of people in sporting out their paintings.

Success in leadership within an organization or company is also determined by the culture adopted by the organization. Organizational culture plays a crucial role in achieving company targets. The work culture developed by the company has been established by PT. SGP, Tbk through a code of conduct that explains how relationships should occur between superiors and subordinates, subordinates and superiors, and also relationships with coworkers. The vision set by PT. SGP, Tbk is to become the leading bottled drinking water company in Indonesia. From the understanding of this vision, it can be seen that the company will continue to grow and become a bottled drinking water company that is widely recognized by the public.

Human useful resource development is a technique of enhancing numerous competencies, both theoretical and fashionable, as well as technical and operational, to put together personnel for duties in wearing out tasks to gain organizational goals. This human aid development manner can truly affect employee performance to a degree. this is due to the fact the final aim of human resource improvement is to create high-appearing employees by using enhancing their capabilities to perform better.

Human assets are one of the most vital assets in an agency. With right control, human resources can be a key issue in attaining organizational goals. one of the reasons for excessive turnover charges is that groups fail to recognize human assets as a crucial asset. furthermore, the constantly converting commercial enterprise surroundings, together with technological improvements and globalization, the effect of Covid-19, which has altered the manner many businesses paintings, and changes in worker demographics with the entry of millennials and Gen Z into the team of workers, require companies to evolve fast.

The underlying phenomenon of this research is the researcher's observation that competition in the Bottled Drinking Water (AMDK) industry is highly competitive, with various companies competing to offer similar products. Therefore, human resource revitalization is necessary to ensure companies remain competitive through efficiency, innovation, and optimal customer service. This research can be seen as a response to these dynamics involving workforce efficiency, adaptation to change, and the need to encourage innovation to maintain a competitive advantage.

Given these diverse backgrounds, the author was motivated to write a thesis that is not only theoretical but also practical, one that can make a tangible contribution to the understanding and practice of human resource management. This thesis is expected to assist organizations in planning human resources, building effective leadership, and creating an organizational culture that supports human resource revitalization

LITERATURE REVIEW

1. Human Resource Planning

Human aid planning is the method of determining an organization's personnel wishes and developing techniques to correctly meet these wishes (Dessler, 2017). Human resource (HR) planning needs to be a systematic and

strategic procedure to make sure the enterprise has an appropriate wide variety, quality, and qualifications of its team of workers to achieve its short-time period and long-time period dreams. This system consists of identifying staff wishes, studying current aid talents, and growing strategies to fill HR gaps. Mondy and Mortocchio (2016) nation that HR making plans is the technique of determining an organisation's staff wishes and designing strategies to efficiently meet those human aid desires. HR planning is visible as part of a larger organizational gadget, wherein modifications in elements inclusive of technology have an effect on the staff.

based on the rationale above, it is able to be concluded that human aid (HR) making plans may be very vital to make certain that the business enterprise has adequate, certified and competent HR.

2. Leadership

In line with Hasibuan (2020), leadership style is how a leader influences the behavior of his subordinates, encouraging them to cooperate and work productively to achieve organizational desires. in the meantime, in keeping with Thoha in Busro (2020:226), management fashion is a consistent sample of conduct that we exhibit and is recognized by way of others while we strive to persuade the activities of others.

3. Organizational Culture

Each agency has a completely unique identity, meaning every employer has its personal personality. One element that distinguishes one employer from any other is its subculture. consistent with Sutrisno in Indrasari (2017:20), organizational culture is a device of values, beliefs, assumptions, or norms that have lengthy been in impact, agreed upon and observed by means of contributors of a business enterprise as a tenet for behavior and solving troubles in the enterprise. Menurut Robbinsand Coulter (2018:87) mengemukakan bahwa "Organizational culture has been defined as the shared values, ideas, traditions, and ways of doing matters that have an effect on the manner participants of an organisation act and that distinguish the enterprise from different businesses." in step with Creemers and Reynolds in Lestari & Suryani (2018:276) it is said that "Organizational way of life is a sample of beliefs and expectations shared through the enterprise's participants". consistent with Phiti Sithi Ammuai in Syahyuni (2018:), organizational way of life is a hard and fast of simple assumptions and beliefs held by using participants of the business enterprise, then developed and inherited to triumph over edition troubles.

Consistent with Edison et al. in Sumaila (2022:29) said that "organizational subculture is the end result of the technique of forming the fashion or conduct of each person that was previously delivered into a new norm, rule and cost in an employer, which has electricity and organization delight in dealing with something and reaching positive dreams." So, it is able to be concluded that organizational culture is a habit related to values and norms within the enterprise that becomes a position version for all participants inside the employer, and differentiates one agency from every other.

4. Revitalization of Human Resources

Human resource (HR) revitalization is the technique of renewing and strengthening the first-rate of human sources to enhance performance, adapt to

changes in the work environment, and aid the sustainable achievement of organizational dreams. HR revitalization encompasses systematic efforts to improve worker competency, motivation, work attitudes, and readiness to meet organizational demands.

According to Dessler (2017), HR revitalization is a part of strategic HR management that makes a speciality of aligning team of workers skills with organizational wishes via HR planning, leadership development, and the creation of an overall performance-supportive organizational way of life. Noe et al. (2018) additionally nation that HR revitalization goals to make certain employees have the skills, motivation, and work behaviors relevant to organizational change and approach.

Inside the context of cutting-edge groups, human useful resource revitalization is important due to the fact technological alternate, industry opposition, and personnel dynamics call for that companies have adaptive and effective human assets. therefore, human aid revitalization is inseparable from sound human useful resource making plans, powerful management, and a robust organizational culture.

Based totally on the description, it may be concluded that HR revitalization is a planned method to improve worker pleasant and overall performance via strengthening abilities, motivation, and paintings conduct this is aligned with the needs and goals of the organisation.

5. Conceptual Framework

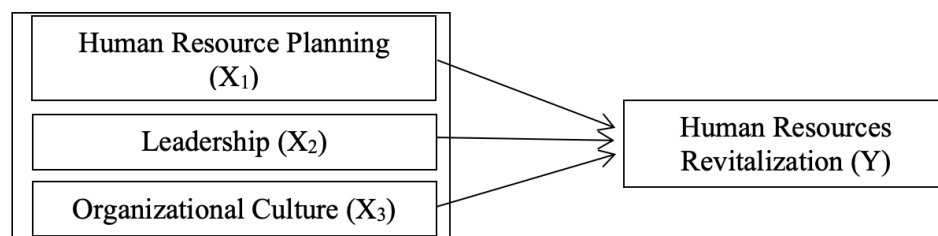


Figure 1. Conceptual Framework

METHODOLOGY

The research populace became 234 respondents who served as personnel and had labored at PT. SGP, Tbk Plant Medan for the beyond three years. in this study, the sampling approach used the Slovin method in Sugiyono (2009:88), so the range of samples taken on this look at become 71 employees of PT. SGP, Tbk Plant Medan. The facts assets used on this take a look at consisted of primary and secondary facts. on this have a look at, records analysis was used to test the impact of HR planning, leadership, and organizational tradition on HR revitalization, with the assist of statistical software.

RESEARCH RESULT

1. Descriptive Statistical Analysis

The subsequent are the results of the descriptive statistical analysis:

Table 1. Descriptive Statistics
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Human Resource Planning	71	1.333	4.500	3.36854	.584126
Leadership	71	1.333	5.000	3.55634	.743727
Organizational culture	71	1.333	5.000	3.47418	.666457
Human Resources Revitalization	71	3.000	4.333	3.85915	.219393
Valid N (listwise)	71				

Source: Processed with SPSS 25, 2024

Based on the table above, it is known that the number of research samples was 71 people and the descriptive statistical explanation is as follows:

- 1) Human resource planning variables (X_1), the lowest total score (minimum)1.333, highest4.500, the average score is3.36854, and standard deviation value.584126, so there is no problem in the research data because the average value is greater than the standard deviation value.
- 2) Leadership variable (X_2), the lowest total score (minimum)1.333, highest5,000, the average score is3.55634, and standard deviation value.743727, so there is no problem in the research data because the average value is greater than the standard deviation value.
- 3) Organizational culture variable (X_3), the lowest total score (minimum)1.333, highest5,000, the average score is3.47418, and standard deviation value.666457, so there is no problem in the research data because the average value is greater than the standard deviation value.
- 4) Human resource revitalization variable (Y), lowest total score (minimum)3,000, highest4.333, the average score is3.85915, and standard deviation value.219393, so there is no problem in the research data because the average value is greater than the standard deviation value.

2. Reliability Test

Reliability testing examines whether questionnaire results are reliable. The criteria for determining whether a variable is reliable are:

1. $\alpha \geq 0.60$ means the instrument is reliable.
2. $\alpha < 0.60$ means the instrument is not reliable.

From the results of data processing using the SPSS program, the following reliability test results were obtained:

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Information
Human Resource Planning	0.82	6	Reliable
Leadership	0.890	6	Reliable

Organizational culture	0.835	6	Reliable
Human Resources Revitalization	0.867	6	Reliable

Source: SPSS processed results

primarily based on desk 2 above, the cost is knownCronbach's Alphaall the variables above > 0.60. which means that the 24 research variable gadgets are dependable, because the valueCronbach's Alpha> 0.60. therefore, the research variables may be analyzed in addition.

3. Multiple Regression Analysis

Regression evaluation pursuits to measure the power of the relationship among two or more variables and to expose the direction of the connection between the based variable and the independent variable used with an equation.

Table 3. Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.485	.156		15.908	.000
Human Resource Planning	.213	.031	.568	6.865	.000
Leadership	.077	.025	.261	3.015	.004
Organizational culture	.110	.028	.334	3.861	.000

a. Dependent Variable: Human Resource Revitalization

Source: SPSS Processed Results, 2024

Based on Table 3, the multiple linear regression equation is obtained as follows:

$$Y = 2.485 + 0.213X_1 + 0.077X_2 + 0.110X_3$$

Based on the equation it is described as follows:

- 1) The constant (a) of 2.485 suggests that if there are not any independent variables, particularly human useful resource planning, management, and organizational lifestyle on this examine, the HR revitalization cost is 2.485.
- 2) The human resource planning regression coefficient of 0.213 shows that if human resource planning increases by 1%, then HR revitalization will increase by 21.3%.
- 3) The leadership regression coefficient of 0.077 indicates that if leadership increases by 1%, then HR revitalization will increase by 7.7%.
- 4) The organizational culture regression coefficient of 0.110 shows that if organizational culture increases by 1%, then HR revitalization will increase by 11%.

4. Partial Significance Test (t-Test)

This partial significance test is used to determine whether the independent variables individually influence the dependent variable, assuming the other independent variables remain constant. The t-test is performed by comparing the calculated t-value with the t-table value.

Table 4. Partial Hypothesis Test (t-Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Say.
1 (Constant)	2.485	.156		15.908	.000
Human Resource Planning	.213	.031	.568	6.865	.000
Leadership	.077	.025	.261	3.015	.004
Organizational culture	.110	.028	.334	3.861	.000

a. Dependent Variable: Human Resource Revitalization

Source: SPSS Processed Results, 2024

Based on table 4, it could be seen that the impact of every variable X on variable Y may be visible as follows:

- 1) The calculated t-value of human resource planning changed into $6.865 > t$ -table 1.996, and the importance value was $0.000 < 0.05$. Therefore, it can be concluded that human resource planning has a partial positive and significant effect on HR revitalization.
- 2) The calculated t-value of leadership was $3.015 > t$ -table 1.996, and the importance value became $0.004 < 0.05$. Therefore, it can be concluded that leadership has a partial positive and significant effect on HR revitalization.
- 3) The calculated t-value of organizational culture was $3.861 > t$ -table 1.996, and the significance fee was $0.000 < 0.05$. therefore, it may be concluded that organizational tradition has a partial high quality and enormous impact on HR revitalization.

5. Simultaneous Significance Test (F-Test)

Table 5. Simultaneous Hypothesis Test (F Test)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Say.
1 Regression	1.830	3	.610	26.557	.000 ^a
Residual	1.539	67	.023		
Total	3.369	70			

a. Dependent Variable: Human Resource Revitalization

b. Predictors: (Constant), Organizational Culture, Human Resource Planning, Leadership

Primarily based on desk 5, it may be visible that the calculated $F_{\text{count}} > F_{\text{desk}}$, specifically $26.557 > 2.74$ and the importance value of F is $0.000 < 0.05$. therefore, it can be concluded that concurrently human resource planning, management, and organizational lifestyle have a high quality and big impact on HR revitalization.

6. Coefficient of Determination Test (R^2)

The coefficient of dedication (R^2) is largely used to measure the model's ability to explain the dependent variable.

Table 6. Coefficient of Determination
Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.523	.151564975636068

a. Predictors: (Constant), Organizational Culture, Human Resource Planning, Leadership

b. Dependent Variable: Human Resource Revitalization

Based on Table 6, the value obtained is adjusted R square of 0.523 or 52.3% of the influence of human resource planning, leadership, and organizational culture on HR revitalization, while the remaining $100\% - 52.3\% = 47.7\%$ is the influence of other variables that did not participate in the study

DISCUSSION

1. The Influence of Human Resource Planning on HR Revitalization

Primarily based on the effects of the partial speculation take a look at, it can be concluded that human useful resource (HR) making plans has a wonderful and massive impact on HR revitalization. Human useful resource (HR) making plans performs a vital function in HR revitalization in companies. effective planning allows agencies to predict future personnel desires, determine required abilities, and discover capabilities gaps in present HR. The effects of this observe are in step with Dessler's (2017) principle, which states that HR planning is the process of figuring out an employer's staff wishes to ensure the provision of the appropriate range and pleasant of employees at the right time. With these steps, organizations can plan relevant development and training programs to improve employee quality. The influence of HR planning on HR revitalization is significant because through proper planning, organizations can improve employee performance, adaptability, and competitiveness. This planning also contributes to increased motivation and job satisfaction, as employees who feel well-managed tend to be more enthusiastic and loyal to the company. In addition, mature HR planning enables organizations to address external changes, such as technological developments and changes in the labor market, more quickly and effectively. Human resource

revitalization based on strategic human resource planning not only improves employee skills and knowledge but also encourages the adoption of an innovative and adaptive work culture. This ultimately has a positive impact on overall organizational productivity, enabling the company to remain competitive in the long term.

2. The Influence of Leadership on Human Resource Revitalization

Based totally on the outcomes of the partial hypothesis take a look at, it may be concluded that management has a positive and huge effect on human aid revitalization. management performs a vital position in human useful resource (HR) revitalization, because effective leaders can encourage, encourage, and direct personnel to obtain their complete capacity. The effects of this look at are in step with studies performed through Dikdik Supriyadi & Amam Oktoberi. The effects of the observe conducted by means of Dikdik Supriyadi & Amam Oktoberi said that management affects HR revitalization. The effects of this examine are also in line with the inspirational leadership concept of Conger and Kanungo (1987) which states that "inspirational leaders have the ability to encourage and motivate their followers through a compelling imaginative and prescient and the capacity to arouse ardour and commitment." Strong leadership provides a clear vision and instills organizational values that can increase employee engagement. Through proper direction, leaders are also able to identify HR development needs and allocate resources to improve employee competencies and skills. Good leaders also create a work environment that supports learning and innovation, which are important elements in HR revitalization. By encouraging employees to continuously learn and adapt, leaders help them improve their work capacity and relevance in the face of industry changes. This is crucial for creating adaptive and competitive human resources. Furthermore, effective leadership can influence human resource revitalization through coaching and mentoring approaches, which guide employees in developing new skills and aligning their personal goals with organizational objectives. Transformational leadership, in particular, has a significant impact on driving positive change and encouraging employees to step out of their comfort zones, enabling them to contribute more to the organization. Thus, the right leadership can significantly boost human resource revitalization, strengthening the organization's overall performance and competitiveness.

3. The Influence of Organizational Culture Regarding Human Resources Revitalization

Primarily based at the outcomes of the partial hypothesis take a look at, it may be concluded that organizational subculture has a fantastic and vast effect on human useful resource revitalization. Organizational tradition performs a vital position in human aid (HR) revitalization, as a sturdy subculture can influence worker attitudes, behavior, and overall performance. Organizational tradition encompasses the values, norms, and concepts that function the foundation for each man or woman's work, thereby developing an surroundings that helps worker increase and improvement. The effects of this take a look at align with Nishii's (2013) Inclusive subculture principle, which

states that "an inclusive tradition refers to values that inspire popularity, respect for variations, and empowerment of all individuals of an agency." when an organizational subculture supports innovation, collaboration, and continuous mastering, employees experience encouraged to enhance their abilities and flexibility, contributing to HR revitalization. A nice way of life additionally presents a feel of belonging and engagement, making personnel extra stimulated to participate in improvement initiatives organized by using the organisation. This has a direct impact on improving their competence and productivity. Furthermore, an organizational culture that is open to change allows employees to be more flexible in facing new challenges, such as technological or market changes. Revitalizing human resources through a strong organizational culture creates employees who not only possess relevant skills but also have a strong commitment to organizational goals. This helps organizations remain competitive, as empowered and innovative employees are better prepared to face industry challenges. Thus, a supportive and progressive organizational culture significantly impacts human resource revitalization, enhancing the organization's overall effectiveness and sustainability.

CONCLUSIONS AND RECOMMENDATIONS

1. Primarily based on the effects of the partial speculation check, it can be concluded that human aid (HR) planning has a partial fantastic and sizeable effect on HR revitalization.
2. Primarily based at the outcomes of the partial speculation test, it may be concluded that leadership has a partial superb and large effect on HR revitalization.
3. Based totally at the consequences of the partial hypothesis check, it may be concluded that organizational lifestyle has a partial superb and tremendous impact on HR revitalization.
4. Primarily based at the effects of the simultaneous partial speculation check, it may be concluded that human useful resource planning, leadership, and organizational tradition simultaneously have a substantial have an effect on on HR revitalization.
5. Based on the analysis of the coefficient of determination, the value obtained isadjusted R squareof 0.523 or 52.3% of the influence of human resource planning, leadership, and organizational culture on HR revitalization, while the remaining $100\% - 52.3\% = 47.7\%$ is the influence of other variables that did not participate in the study

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