

THE INFLUENCE OF HUMAN RESOURCE PLANNING, EMPLOYEE EMPOWERMENT, ORGANIZATIONAL CULTURE AND RESPONSIBILITY ON EMPLOYEE PERFORMANCE AT THE PLP CLASS II TANJUNG UBAN BASE OFFICE, BINTAN REGENCY

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Abstract

The Indonesian government continues to strive to improve the quality of its civil servants through various bureaucratic reform programs. Bureaucratic reform aims to create good governance, improve the quality of public services, and create a professional and integrated bureaucracy. One of the main focuses of bureaucratic reform is improving the quality of human resources within the civil service through competency-based, performance-based, and professional human resource management. Therefore, government organizations are required to effectively manage their human resources to produce high-performing employees. Employee performance is a crucial factor in determining organizational success. Performance is the work results achieved by an individual or group of people in carrying out their duties in accordance with their assigned responsibilities. Good employee performance will positively contribute to achieving organizational goals, while poor performance can hinder the achievement of organizational goals. Therefore, every organization needs to understand the factors that can influence employee performance in order to formulate appropriate policies to increase work productivity.

Keywords: Employee; human resources; achieved; appropriate; increase

INTRODUCTION

Human resources are the most important asset in an organization because they are the primary driver of all organizational activities in achieving predetermined goals. The success of organizations, both business and public organizations, is largely determined by the quality of their human resources. The increasingly dynamic strategic environment, advances in information technology, public demands for quality services, and increasing global competition require every organization to have competent, professional human resources capable of adapting to change. Therefore, human resource management is a crucial aspect in improving organizational effectiveness and efficiency. In public sector organizations, human resources play a highly strategic role because they are directly related to the provision of public services. The quality of public services provided by the government depends heavily on the performance of the employees who carry out their duties and functions. Employees who possess high levels of competence, discipline, integrity, and responsibility will be able to provide optimal service to the public. Conversely, if the quality of human resources is low, the services provided will also be less than optimal, which can erode public trust in the government.

The Indonesian government continues to strive to improve the quality of its civil servants through various bureaucratic reform programs. Bureaucratic reform aims to create good governance, improve the quality of public services, and create a professional and integrated bureaucracy. One of the main focuses of bureaucratic reform is improving the quality of human resources within the civil service through competency-based, performance-based, and professional human resource management. Therefore, government organizations are required to effectively manage their human resources to produce high-performing employees. Besides human resource planning, another factor that influences employee performance is employee empowerment. Employee empowerment is an organizational effort to provide employees with authority, opportunity, trust, and responsibility so they can make decisions and carry out their work independently.

Responsibility is a key indicator in assessing the quality of human resources. Employees with a strong sense of responsibility not only focus on completing tasks but also strive to ensure that the work they do delivers the best results for the organization. Therefore, increasing employee responsibility is a key organizational priority in efforts to improve performance. The Tanjung Uban Class II Coast Guard Base (PLP) Office in Bintan Regency is a technical implementation unit within the Directorate General of Sea Transportation, Ministry of Transportation, with strategic duties and functions in the field of maritime safety and security. These duties include monitoring maritime safety, maintaining maritime security, combating marine pollution, and implementing various operational activities related to the protection of Indonesian waters.

As an organization with strategic responsibilities, the Tanjung Uban Class II PLP Base Office requires qualified and high-performing human resources. Carrying out tasks related to shipping safety and security requires competent, disciplined, responsible employees who are able to work professionally in a variety of conditions. Therefore, human resource management is a crucial factor in supporting organizational success. In general, this research aims to obtain information regarding the relationship between the independent variables, namely human resource planning (X1), employee empowerment (X2), organizational culture (X3), and responsibility (X4) with the dependent variable, namely employee performance (Y) at the Class II PLP Base Office, Tanjung Uban, Bintan Regency, both partially and simultaneously.

LITERATURE REVIEW

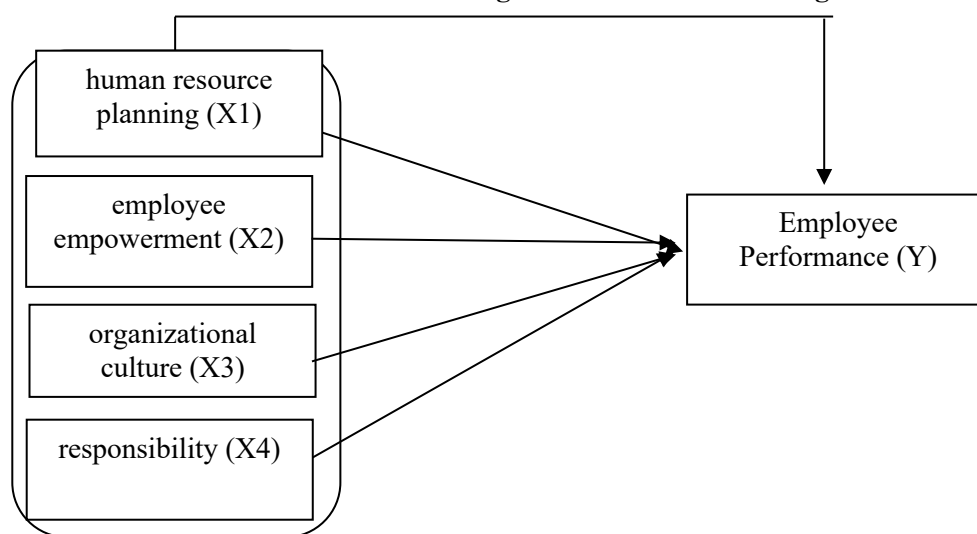
Performance Employees are a crucial aspect of human resource management because they reflect the level of success of both individuals and organizations in achieving established goals. Performance is an indicator of the effectiveness of employee tasks, responsibilities, and contributions to achieving organizational goals.

According to Armstrong and Taylor (2023), performance is the work results achieved by an individual or group, measured against organizational standards, targets, and objectives, influenced by ability, motivation, and opportunity to work. Performance is not only measured by the final result, but also by how the work process is carried out in accordance with the organization's values and culture.

Furthermore, Aguinis (2023) states that performance is a series of employee behaviors and actions relevant to organizational goals and can be measured through work results, task effectiveness, and contributions to organizational success. Thus, performance focuses not only on output but also encompasses work behaviors that support productivity. According to Dessler (2023), employee performance is the level of work results achieved by an individual in carrying out their responsibilities based on standards set by the organization. Performance assessments are necessary to determine the extent to which employees are able to meet organizational targets and expectations.

Meanwhile, Kasmir (2022) explains that performance is the results of work and work behavior achieved in completing assigned tasks and responsibilities within a specific period. These results can be measured in terms of quality, quantity, timeliness, effectiveness, and cooperation within the organization. Over time, organizational culture has been viewed as a strategic asset that can enhance an organization's competitiveness. Organizations with a positive work culture tend to build employee commitment, strengthen collaboration, and foster work behaviors aligned with the organization's values and goals. Conversely, a weak organizational culture can hinder communication, reduce work motivation, and result in low employee performance. The framework of thought functions to reveal the problems that will be discussed in compiling the research proposal, so the researcher uses a framework of thought in the form of a scheme such as:

Figure Framework of Thought



Source: Author's Processed Results 2026

Information :

X1 :Human resource planning
X2 :employee empowerment
X3 :organizational culture
X4 :responsibility
Y : PerformanceEmployee

A hypothesis is a temporary answer to a research problem, the validity of which must be tested through empirical data collection and analysis. According to Sugiyono (2023), a hypothesis is a tentative assumption about the relationship between two or more variables, formulated based on theory and previous research results. Hypotheses are formulated to provide direction and guidance in the research process and serve as the basis for statistical testing.

Based on the theoretical study, previous research, and the framework of thought that has been described, the hypothesis in this study is as follows:

1. There is an influence of human resource planning on employee performance at the Class II PLP Base Office, Tanjung Uban, Bintan Regency.
2. There is an influence of employee empowerment on employee performance at the Class II PLP Base Office, Tanjung Uban, Bintan Regency.
3. There is an influence of organizational culture on employee performance at the Class II PLP Base Office, Tanjung Uban, Bintan Regency.
4. There is an influence of responsibility on employee performance at the Class II PLP Base Office, Tanjung Uban, Bintan Regency.
5. There is an influence of human resource planning, employee empowerment, organizational culture, and responsibility simultaneously on employee performance at the Class II PLP Base Office, Tanjung Uban, Bintan Regency.

METHOD

The location of this research was carried out at the location used in this research was at the Class II PLP Base, Tanjung Uban, Bintan Regency, which is located at Jalan Hangtuah No. 56, Tj. Uban City, District. North Bintan, Bintan Regency, Riau Islands, while the research activity plan will be carried out for five (5) months starting from March 2026 to August 2026. According to Sugiyono (2021: 115), "Population is a conclusion drawn from the

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researcher's determination in the form of objects or subjects that have certain qualities and characteristics." The population in this study is all employees at Class II PLP Base, Tanjung Uban, Bintan Regency Which amounted to 111 employees. According to Sugiyono (2021: 115), "Population is a conclusion drawn from the determination of researchers in the form of objects or subjects that have certain qualities and characteristics." The population in this study is all employees at Class II PLP Base, Tanjung Uban, Bintan Regency Totaling 111 employees.

According to Sugiyono (2020: 121) A sample is a subgroup or part of a population. A sample consists of a number of members selected from the population. The method of sampling is by using simple random sampling, according to Sugiyono (2020: 122) *simple random sampling* is a method of taking samples from members of a population that are considered homogeneous (of the same type) using random sampling without paying attention to the strata (levels) in the members of the population. The technique for taking a minimum sample if the population is already known using the formula from the Solvin technique (Ir. Syofian Siregar, MM, 2020:34), namely:

$$n = \frac{N}{1 + Ne^2}$$

Where :

n = number of samples

N = Population size

e = Limit error allowance used (10%).

If the population (N) is 111 people and the precision level or error rate is set at 10%, then the number of samples is:

$$n = \frac{111}{1 + 111(10\%)^2}$$

$$\frac{111}{2.11} = 52.60 = 53 \text{ people}$$

So the sample taken was reduced to 53 people, using a random sampling technique.

This research instrument was measured using a Likert scale. A Likert scale is a measurement scale used to gauge the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena. Responses to each item on the Likert scale range from very positive to very negative (Sugiyono, 2019).

Table Linear scale

Answer criteria	Score
Strongly disagree (STS)	1
Disagree (TS)	2
Doubt (RG)	3
Agree (S)	4
Strongly agree (ST)	5

Source: Sugiyono (2019:133)

According to Kuncoro (2019:41), a variable is something that can differentiate or change values. Values can differ at different times for the same object or person, or they can differ at the same time for different objects or people.

In this study, the author uses two variables, namely:

Independent variables (X) are variables that can influence changes in dependent variables and have a positive or negative relationship to the dependent variable later. Kuncoro (2019:42), In this study the independent variables are Human Resource Planning (X1), Employee Empowerment (X2), Organizational Culture (X3) and Responsibility (X4)

According to Nugroho (2021:53), the purpose of the F test is to determine the joint influence of independent variables on the dependent variable. According to Situmorang et al (2022:146), the calculated F formula is

$$F \text{ count} = \frac{\text{Mean Square Regression}}{\text{Mean Square Error}}$$

The calculated F value will be compared with the F table value. If the calculated $F < F$ table at $\alpha = 5\%$ then H_0 is accepted or H_a is rejected, If the calculated $F > F$ table at $\alpha = 5\%$ then H_0 is rejected or H_a is accepted. If the significance level is below 0.05 then H_0 is rejected or H_a is accepted.

According to Ranguti (2018:63), the purpose of the t-test is to determine the influence of each independent variable on the dependent variable partially. The formula used is:

$$t = \frac{b1}{bs1}$$

Where

$b1$ is the coefficient value of the independent variable (variable X)

$bs1$ is the standard error value of the independent variable (variable X)

The calculated t value will be compared with the t table value, namely: if the calculated $t > t$ table at $\alpha = 5\%$ then H_0 is rejected or H_a is accepted, if the calculated $t < t$ table at $\alpha = 5\%$ then H_0 is accepted or H_a is rejected.

RESULTS AND DISCUSSION

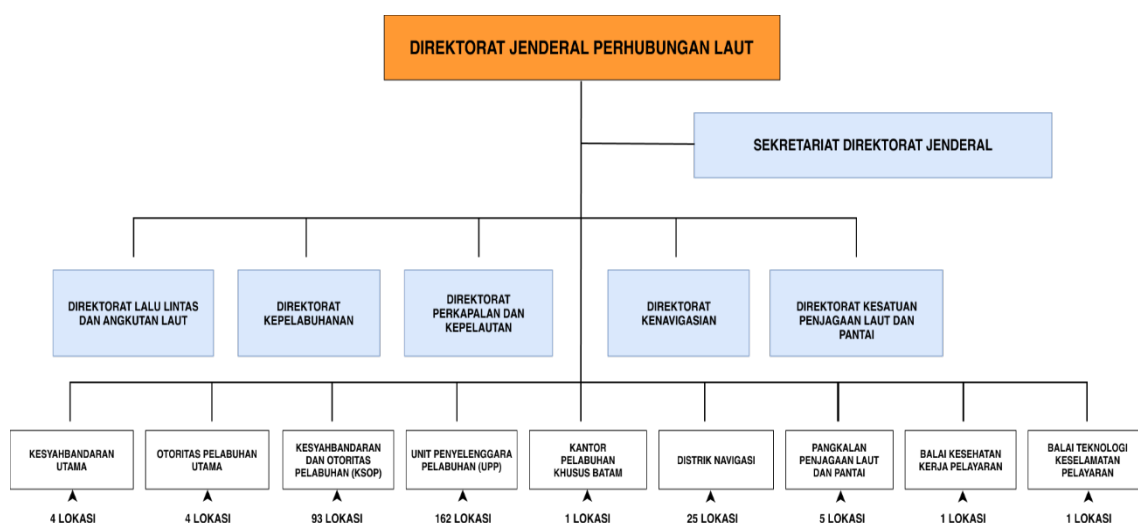
The object of this research is the Class II PLP Base Office in Tanjung Uban, Bintan Regency. This research aims to analyze the influence of Human Resource Planning, Employee Empowerment, Organizational Culture, and Responsibility on Employee Performance at the Class II PLP Base Office in Tanjung Uban, Bintan Regency.

The Tanjung Uban Class II PLP Base Office in Bintan Regency is an organizational unit that carries out duties and functions in the field of enforcing and supervising maritime safety in accordance with applicable laws and regulations. In carrying out its duties, the existence of human resources is a crucial factor in supporting the achievement of organizational goals.

In carrying out its duties and functions, the Tanjung Uban Class II PLP Base Office in Bintan Regency requires employees who possess the competence, responsibility, and ability to carry out their duties effectively and efficiently. Therefore, human resource planning, employee empowerment, and organizational culture are important aspects that need to be considered in order to improve employee performance.

Based on these conditions, the Class II PLP Base Office, Tanjung Uban, Bintan Regency, was chosen as the object of research to determine the extent to which Human Resource Planning, Employee Empowerment, Organizational Culture, and Responsibility can influence Employee Performance, both partially and simultaneously..

Figure Organizational Structure



Keterangan:

Jumlah Unit Pelaksana Teknis Ditjen Hubla sebanyak 296 unit tersebar di seluruh Wilayah Indonesia

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Based on Figure above, the general job description of each organizational unit is as follows:

The Directorate General of Sea Transportation is an implementing element of the Ministry of Transportation which has the task of formulating and implementing policies in the shipping sector, including sea transportation, ports, shipping and maritime affairs, navigation, and shipping safety and security. The characteristics of the respondent data in this study provide simple information about the respondents who were the research objects. The respondents in this study were employees at the Class II PLP Base Office in Tanjung Uban, Bintan Regency. Respondent characteristics in this study are described based on age, gender, and education level. The sample size used in this study was 53 respondents.

Description of Respondents Based on Age

Respondent age is related to individual behavior at work and can usually provide an indication of an individual's experience and maturity in carrying out their work. Respondent characteristics based on employee age can be seen in the following table:

Table
Respondent Description Based on Age

No.	Information	Number of Respondents	Percentage (%)
1	20 – 30 Years	25	53.6%
2	30 – 40 Years	16	35.6%
3	> 40 Years	4	8.8%
	TOTAL	53	100%

Source: Processed Primary Data, 2026

Based on Table above, it explains that the characteristics of respondents based on age show that the largest number of respondents who were sampled in this study were respondents aged 20–30 years, namely 30 people or 56.6%. Furthermore, respondents aged 31–40 years were 18 people or 34.0%, while respondents aged over 40 years were 5 people or 9.4%. Thus, it can be concluded that the majority of employees at the Class II PLP Base Office in Tanjung Uban, Bintan Regency who were sampled in this study were in the 20–30 year age group.

Description of Respondents Based on Gender

Respondents are divided into two groups based on gender: male and female. The characteristics of respondents based on gender can be seen in the following table:

Table
Respondent Description Based on Gender

No.	Information	Number of Respondents	Percentage (%)
1.	Man	48	86.8%
2.	Woman	7	13.2%
	TOTAL	53	100%

Source: Processed Primary Data, 2026

Based on Table above, it explains that the characteristics of respondents based on gender show that the majority of respondents in this study were female, namely 32 people or 60.4%, while the respondents were male as many as 21 people or 39.6%. Thus, it can be concluded that the majority of employees at the Class II PLP Base Office in Tanjung Uban, Bintan Regency who were sampled in this study were female.

In this study, a normality test was conducted to determine whether the data was normally distributed. This normality test was conducted using statistical tools, namely SPSS software version 1. The following presents the results of the normality test:

Graphical Approach Analysis

The normality test can be displayed using a histogram, as shown in the image below. The histogram resembles an inverted bell that fills the bell line, indicating that the data is normally distributed.

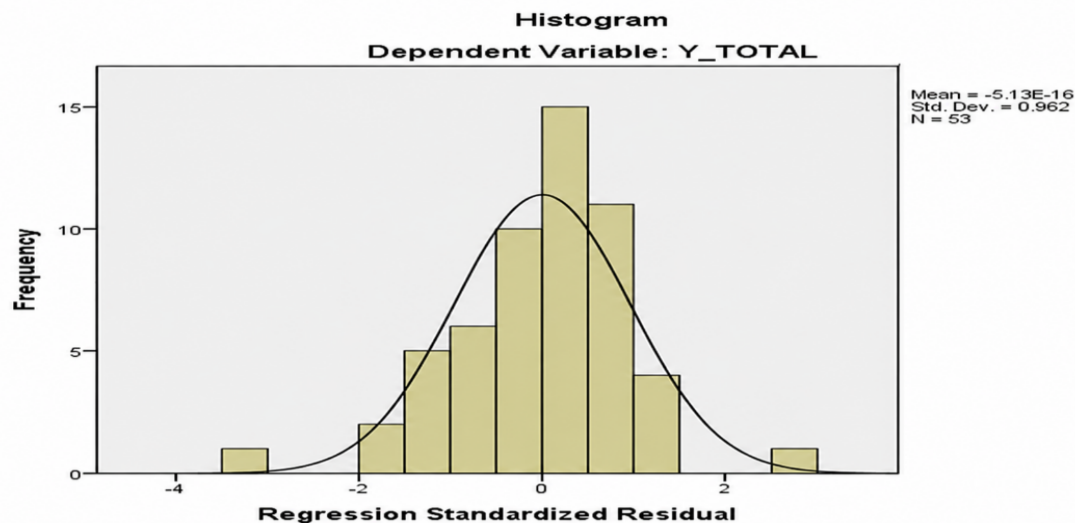


Figure Histogram Graph of Normality Test

The image below shows the PP Plot normality graph. It can be seen that the points are spread around the diagonal line and their distribution follows the direction of the diagonal line. This graph concludes that the regression model line meets the assumption of normality.

Multicollinearity testing is performed to ensure there is no correlation between the independent variables. Symptoms of multicollinearity can be identified through a test that detects whether the equation formed exhibits multicollinearity. One way to detect multicollinearity is by using the Variable Inflation Factor (VIF). This is done by comparing the independent variables with the dependent variable. A VIF value of less than 10 indicates that the model does not exhibit multicollinearity.

Table Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 X1_TOTAL	.708	1,413
X2_TOTAL	.614	1,628
X3_TOTAL	.589	1,697
X4_TOTAL	.536	2,192

a. Dependent Variable: Y_TOTAL

Table shows that the Variance Inflation Factor (VIF) value for each independent variable is below 10. The VIF value for the human resource planning variable (X1) is 1.413, the employee empowerment variable (X2) is 1.628, the organizational culture variable (X3) is 1.697, and the responsibility variable (X4) is 2.192.

This table is a section that shows the method used in entering variables, where the author enters the variable to be analyzed, namely the Human Resource Planning variable (X1).

Table Determination test results
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.616a	.379	.373	1,599

a. Predictors: (Constant), Human resource planning (X1)

This table shows the value of the coefficient of determination which functions to determine the percentage of the dependent variable. Based on the output results above, it can explain the model summary, which consists of the results of the simple correlation value R and the coefficient of determination (R Square).

The F-test is used to test whether independent variables jointly influence the dependent variable. The method for determining whether variables have a significant relationship is as follows:

1. If $f_{\text{count}} > f_{\text{table}}$ and significance value < 0.05 H_0 is rejected or H_a is accepted.
2. If $f_{\text{count}} < f_{\text{table}}$ and the significance value > 0.05 then H_0 is accepted or H_a is rejected.
3. Using a 95% confidence level, $\alpha = 5\%$, df 1 (number of variables) and df 2 (nk) or $53 - 4 = 49$ (n is the number of cases and k is the number of independent variables), the results obtained for the F table are 2.61.

From the output results above, the f_{count} value $> f_{\text{table}}$ ($19.603 > 2.61$) and the significant value ($0.000 < 0.05$) means that H_a is accepted that Resource Planning, Employee Empowerment, Organizational Culture and Responsibility have a significant influence on Employee Performance.

CONCLUSION

Based on the results of research and discussions that have been conducted regarding "The Influence of Human Resource Planning, Employee Empowerment, Organizational Culture and Responsibility on Employee Performance at the Class II PLP Base Office, Tanjung Uban, Bintan Regency", the following conclusions can be drawn:

1. Human Resource Planning has a positive and significant partial effect on Employee Performance. This is evidenced by the calculated t value of 2.901 which is greater than the t table and a significance value of $0.020 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This means that the better the human resource planning carried out, the better the employee performance at the Class II PLP Base Office in Tanjung Uban, Bintan Regency.
2. Employee Empowerment does not have a significant partial effect on Employee Performance. This is indicated by the t-value of 0.237 with a significance value of $0.813 > 0.05$. Thus, H_0 is accepted and H_a is rejected. This means, based on the results of multiple linear regression, employee empowerment has not shown a significant effect on employee performance at the Class II PLP Base Office in Tanjung Uban, Bintan Regency.
3. Organizational culture does not have a significant partial effect on employee performance. This is evidenced by the t-value of 0.044 and a significance value of $0.965 > 0.05$. Thus, H_0 is accepted and H_a is rejected. This means that organizational culture has not shown a significant partial effect on employee performance at the Class II Tanjung Uban PLP Base Office, Bintan Regency.
4. Responsibility does not have a significant partial effect on Employee Performance. This is indicated by the t-value of 1.758 with a significance value of $0.082 > 0.05$. Thus, H_0 is accepted and H_a is rejected. This means that responsibility has not shown a significant partial effect on employee performance at the Class II PLP Base Office in Tanjung Uban, Bintan Regency.
5. Human Resource Planning, Employee Empowerment, Organizational Culture, and Responsibility simultaneously have a significant effect on Employee Performance. This is evidenced by the calculated F value of 19.603 which is greater than the F table of 2.61, and a significance value of $0.000 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This means that the four independent variables together have a significant effect on Employee Performance at the Class II PLP Base Office in Tanjung Uban, Bintan Regency.

SUGGESTIONS

Based on the research results and conclusions that have been obtained, the suggestions that can be given are as follows:

1. Human Resource Planning needs to be continuously maintained and improved because research has shown this variable to have a positive and significant impact on employee performance. The Tanjung Uban Class II PLP Base Office in Bintan Regency is expected to plan employee needs appropriately, both in terms of number, competency, placement, and employee development, so that task execution can be more effective and efficient.

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2. Employee empowerment needs to be further improved, although research results indicate that this variable has not yet significantly influenced employee performance. Empowerment can be achieved by providing employees with opportunities to participate in decision-making, express ideas and opinions, improve competency, and provide trust in carrying out tasks. These efforts are expected to increase employee contributions to achieving organizational goals.
3. Organizational culture needs to be strengthened and evaluated continuously. Research shows that organizational culture does not yet have a significant partial impact on employee performance. Therefore, organizations need to strengthen work values, communication, cooperation, discipline, and compliance with regulations, as well as create a work culture that encourages employees to perform their duties optimally.
4. Accountability needs to be continuously improved by providing clarity on tasks, authority, and responsibilities to each employee. Although research shows that responsibility does not yet have a significant partial impact on employee performance, increasing a sense of ownership in work, accuracy in completing tasks, and a willingness to be accountable for work results remain important to support the achievement of organizational goals.
5. For future researchers, it is recommended to expand the research by adding other variables that could potentially influence employee performance, such as competence, work motivation, leadership, work discipline, work environment, job satisfaction, and other variables. This is necessary because there are still other factors beyond the studied variables that could explain variations in employee performance.

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