ANALYSIS OF THE EFFECT OF HUMAN RESOURCE PLANNING, WORK MOTIVATION AND COMMUNICATION ON EMPLOYEE PERFORMANCE AT PT. GEMAR SUKAWATI INDAH MEDAN

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Abstract

This study aims to describe the effect of human resource planning, work motivation and communication on employee performance at PT Gemar Sukawati Medan. This research was conducted for 6 (months) starting from May 2021 to November 2021. This study used a saturated sample. The research subject was conducted on employees of PT Gemar Sukawati Medan with a population of 105 people. The instrument used is a questionnaire to collect data from the variables of human resource planning, work motivation, communication and employee performance. The data analysis technique used is validity test, reliability test, descriptive analysis, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t test, F test and coefficient of determination test. The descriptive results on the variables of human resource planning and work motivation are in the good category, while the communication and employee performance variables are in the very good category. Based on the partial analysis, human resource planning, work motivation and communication have a positive and significant effect on employee performance at PT Gemar Sukawati Medan. Simultaneously human resource planning, work motivation and communication have a positive and significant impact on employee performance at PT Gemar Sukawati Medan. The contribution of the variables of human resource planning, work motivation and communication to improving employee performance is 0.804 or 80.4% while the remaining 0.196 or 19.6% is influenced by other variables that the authors did not examine in this study such as leadership, work discipline.

Keywords : *Planning, Human Resources, Work Motivation, Communication, Performance.*

INTRODUCTION

Every company must have goals that it wants to achieve, both short, medium and long term goals. Moreover, the company that carries out its operational activities is a commercial company, it certainly has a goal to seek the maximum profit in the context of the welfare of each of the company's stakeholders. Commercial companies tend to want to get big profits in the short term, and be able to survive in every competition they face, besides that the company also aims in the long term to be able to survive forever in the business world it lives in.

In order to achieve these goals, every company must have reliable human resources or employees or employees to achieve these goals. This is in line with what was stated by Wirawan (2015: 10) that human resources are important because they play a role in mobilizing and synergizing other resources to achieve organizational goals. In the management of human resources, if individuals in the organization can run effectively, the organization will be able to run effectively. Therefore, every company must have employees with a good level of performance for the company. Getting employees with a good level of performance is not easy, it takes time for companies to get employees who are really as expected.

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As one of the manufacturing companies engaged in the printing of tire treads, PT. Love Sukawati Indah Medan, really needs employees who have good performance. However, it is not easy for PT. Gemar Sukawati Indah Medan to get employees with a good level of performance in accordance with expectations. Even the current conditions show that the company has less than optimal performance because employees are not able to improve their performance properly. The available information shows that the realization of the targets set by the management of PT. Gemar Sukawati Indah Medan in a period of 3 years there was a trend of decreasing tire tread production capacity from the initial target for each period. This can be used as an indicator that the performance of employees of PT. Sukawati Indah Medan's passion is not good.

When referring to empirical research data, there are several variables that can make employee performance increase or decrease. Human Resource Planning, Work Motivation and Communication at work are variables that are considered to increase or decrease employee performance.

Planning is at the core of human resource management. Because with the planning, the selection, training and development activities as well as other activities related to employees are more focused. Human resource planning is a systematic estimate of the needs and procurement of personnel. Human resource planning in the company can be reflected in the selection, provision of training and promotion or demotion given by the company's management. Basically, human resource planning in the company has been carried out but is not optimal. The occurrence of employee turnover shows that there is less than optimal planning carried out by management, this is certainly not good for the company as a whole plus the number of employees who receive training every year is decreasing.

This is in accordance with what was stated by Nawawi (2013) which stated that human resource planning is a package of human resource activities consisting of job analysis, recruitment and selection which must be able to avoid mistakes in the form of hiring workers who should be rejected or vice versa employing human resources. which should be accepted. Human resource planning must be able to provide guidelines regarding the requirements in the procurement and development of human resources who should be employed within an organization or company.

Another variable that is assessed to affect performance is the employee's own work motivation. Work motivation is needed by employees in improving their performance. The importance of motivation because motivation is the thing that causes, distributes, and supports human behavior so that they are willing to work actively and enthusiastically to achieve optimal results. It is known that the motivation of employees at PT Gema Sukawati Indah Medan has problems that need to be fixed. The low work motivation of employees is indicated by at least 3 employees who received promotions from 93 employees who are actively working only 3 people in 2018 and 2019 who received promotions or experienced an increase in status changes, even in 2020 only 1 person.

This is in accordance with what was stated by Wahjosumidjo in Kapahang, et al (2015) which stated that given the importance of the role of motivation in influencing human behavior, so that experts in the field of organization generally agree that the success of organizational leaders in improving the work of subordinates will depend on the motivational atmosphere he creates in moving his subordinates. However, motivating employees to work efficiently and effectively is a problem that is often faced by leaders of companies and organizations.

Furthermore, other variables that can affect the condition of employee performance is communication. Communication within the organization occurs every day both between subordinates, subordinates and superiors and vice versa. Communication between superiors to subordinates must have a meaning that is mutually understood by each other so that there is harmonization of organizational communication and vice versa. The results of observations made previously known that the communication that exists between sections is less than

optimal. It is known that each part of the company is an integrated unit between one part and another. However, the communication that occurs both individually and in sub-sections is not going well. One part feels itself the most dominant and so does the other sub-sections. This is certainly not good for the overall performance of the company. The less than optimal communication causes the targets set by the company's management to not be achieved.

LITERATURE REVIEW
Understanding Human Resource Planning

Human resource planning is part of the management process flow in determining the movement of the company's human resources, from the current position to the desired position in the future. Thus, the success of human resource planning will be determined by the accuracy of strategy selection in designing the empowerment of the company's human resources and predicting future needs in accordance with the dynamics of the company's business growth and development. Viewed from the point of view of the management process, human resource planning is not only related to the staffing function. But more than that, human resource planning includes various functions in implementing human resource management that are aligned with the company's strategic management implementation.

Suwatno and Donni (2011: 44) define human resource planning as part of the management process flow in determining the movement of the company's human resources, from the current position to the desired position in the future. Meanwhile, Fautino (2003:83) states that human resource planning is certain steps taken by management to ensure that the organization has the right workforce available to occupy various positions, positions and the right job at the right time. The same thing is also stated by Siagian (2010: 41) that the focus of attention in human resource planning is certain steps taken by management to better ensure that the company has the right human resources to occupy various positions, right job title at the right time. Meanwhile, Hasibuan (2016: 250) states that human resource planning is a way of preparing the workforce to suit the needs of the company as well as being effective and efficient in helping the realization of company goals.

According to Hasibuan (2016: 259) indicators that can be used to measure human resource planning are as follows:
1. Procurement

   Procurement must be carried out properly and correctly so that the quality and quantity of Human Resources is in accordance with the company's needs, including withdrawal and selection.
2. Development

   Technical, theoretical, conceptual, and moral development of employees through education and training. The education and training provided must be in accordance with the needs of current and future workers
3. Compensation

   Compensation and indirect services provided to the company. The principle of compensation is fair and proper. Fair is defined according to work performance, appropriate is defined as being able to meet their primary needs and is guided by the government's minimum wage limit and based on internal and external consistency
4. Maintenance

   Maintenance improves the physical, mental, and loyalty of employees, so that they will continue to work together until retirement. Maintenance is well planned so that Labor Turnover is relatively low, including welfare programs
5. Discipline

   Discipline is the most important function of human resource management and the key to achieving goals because without good discipline it is difficult to achieve maximum goals.

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Discipline is the desire and awareness to obey company rules and social norms. Discipline as a reflection of employee responsibilities that must be implemented as well as possible. Among them are regulations and legal sanctions

6. Stopping

company termination. Dismissal should be planned as well as possible so as not to cause difficulties for the company. Because sooner or later employees will quit for various reasons, including retirement and being fired.

Understanding Work Motivation

Motivation is one of the things that affect human behavior. Motivation is also referred to as a driver, desire, supporter, or need that can make a person excited and motivated to reduce and fulfill his own impulses, so that he can act and act in certain ways that will lead to an optimal direction. Motivation is an indicator or supporting media for every human being, especially employees who work in the company so that it causes good performance and has full responsibility for the work done. Basically, companies do motivation because of things that cause, channel and support human behavior so that they want to work hard and enthusiastically achieve optimal results.

The motivation can also be in the form of advice or providing brilliant ideas (inspiration) in increasing the productivity of employees in the company. According to Hasibuan (2016:141) motivation is a skill in directing employees and organizations to want to work successfully, so that the desires of employees and organizational goals are simultaneously achieved. and integrated with all its power and efforts to achieve satisfaction. Meanwhile, according to Manullang (2014: 194) motivation is the work done by a manager in providing inspiration, enthusiasm and support to others, in this case employees to take actions. Giving encouragement aims to activate people/employees so that they are enthusiastic and can achieve the desired results. Motivation serves as a driving force or encouragement for employees to want to work diligently in order to achieve company goals well.

Mangkunegara (2014:115) states that motivation consists of three need drives, namely as follows:

1. Need for achievement
   a. The need to develop creativity
   b. The need to move abilities
   c. The need to work effectively and efficiently
2. The need for personal relationships
   a. The need to be accepted.
   b. The need to establish good relations between employees
   c. The need to participate and cooperate
3. The need for power and influence on others
   a. The need to exert influence and order in the work environment.
   b. The need to develop power and responsibility
   c. The need to lead and compete

Understanding Communication

According to Husnaini (2014: 470) communication is the delivery or receipt of messages from one person to another, either directly or indirectly, in writing, verbally or in nonverbal language. The person who communicates is called the communicator. The person who is invited to communicate is called the communicant. People who are able to communicate effectively are called communicatives. A communicative person is a person who is able to convey information or messages to other people, either directly or indirectly, in writing, verbally or in nonverbal language so that other people can receive information in accordance with the expectations of the information giver. On the other hand, he is able to receive

information or other people's messages conveyed to him, either directly or indirectly, in writing, verbally or non-verbally.

According to Miftah, (2014:167) communication is a process of delivering and receiving news or information from one person to another. Meanwhile, Donni and Agus (2015: 85) define communication as a process of delivering news from one party to another that takes place or occurs in an office. Furthermore, Donni and Agus (2015: 85) state that communication can be seen as a form of social communication or communication between humans in which there are elements, namely the communicator, the speaker who delivers the news and the communicant, the party who receives the news.

Internal communication is all messages sent or received within an organization, both formal and informal. Afifudin (2013:121) states that there are 3 (three) dimensions of communication as follows :

1. Vertical Communication

   Vertical communication can be in the form of communication from leaders to employees or from employees to leaders. Communication from leadership to employees is intended to provide understanding or authority to employees to do a job that must be carried out in their position as members of the organization. Employee communication to leadership can be in the form of reports, proposals, suggestions, complaints, and ideas and opinions.

2. Horizontal Communication

   Horizontal communication is carried out between fellow employees and other staff. Horizontal communication is generally the provision of information related to the implementation of leadership policies so that it does not contain an element of command.

3. Diagonal Communication

   Diagonal communication is also known as cross communication. Diagonal communication is communication between section leaders and other section employees. Diagonal communication is communication that takes place between employees at different levels of positions on different tasks or functions and does not have direct authority over other parties.

Some indicators that can be used to measure communication as stated by Miftah (2014: 191) are as follows:

1. Openness

   There are at least two aspects of openness to show the quality of openness from interpersonal communication, namely the desire to be open to everyone who interacts with others and the desire to respond honestly.

2. Empathy

   Empathy is meant to feel as another person feels a feeling at the same time as the other person's, that is, to try to feel in the same way the other person feels.

3. Support

   With this support, effective interpersonal communication will be achieved. Support is sometimes spoken and sometimes unspoken.

4. positivity

   a. Positive attention to one's self

   b. A positive feeling towards that person is communicated

   c. Positive feelings are very useful for effective cooperation

5. Similarity

   Communication will be more effective if they know each other's personality similarities between them.

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Understanding Employee Performance

Performance is the result of an employee's work during a certain period compared to various possibilities such as standards, targets/targets or criteria that have been determined in advance and mutually agreed upon. Mathis and Jackson (2011:65) argue that performance is basically what employees do or don't do. Employee performance is what affects how much they contribute to the organization which includes output quantity, output quality, output period, attendance at work, and cooperative attitude. Meanwhile, Hasibuan (2016: 94) says that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity and time.

Miner in Sudarmanto (2009:11) suggests 4 indicators that are used as benchmarks in assessing performance are as follows:

1. Quality, i.e. error rate, damage, accuracy
2. Quantity, i.e. the number of jobs produced
3. The use of time at work, namely the rate of absenteeism, delays in effective working time / lost working hours.
4. Collaborate with others at work

According to Simanjuntak (2011:11) in the life of an organization, there are several assumptions about human behavior as human resources that underlie the importance of evaluating employee performance and these assumptions include:

1. Everyone wants to have the opportunity to develop their performance abilities to the maximum level.
2. Everyone wants to get an award if he is judged to have done his job well.
3. Everyone wants to know for sure about the career they will achieve if they carry out their duties well.
4. Everyone wants to get objective treatment and assessment on the basis of work performance.
5. Everyone in general does not only carry out routine activities.

METHOD APPROACH

Population and Sample

The population is a set of units of analysis in which the information you want to know is contained. According to Kuncoro (2013:118) population is a complete group of elements which are usually people (other subjects), objects, transactions in which we are interested in studying them or as objects of research. The population in this study are permanent employees both at the manager level to the level of ordinary employees who work at PT Gemar Sukawati Indah Medan, amounting to 143 people. Based on calculations using the Slovin formula, it can be determined that the sample size of this study is 105 respondents. The sampling technique used is stratified proportional random sampling.

Variable Operations

1. The independent variables consist of human resource planning, work motivation and communication.
2. The dependent variable consists of employee performance.

Method of collecting data

Data collection techniques used are questionnaires distributed to respondents and documentation to collect data from PT Gemar Sukawati Indah Medan which has been published.

Analysis Method

1. Descriptive Analysis.

   According to Nazir (2003) descriptive analysis is a method of examining the status of a human group, an object, a set of conditions, a system of thought or a class of events in the

present. The aim is to make a systematic, factual and accurate description, picture or painting of the facts, characteristics and relationships between the phenomena being investigated..

2. Multiple Linear Regression Analysis.

The equation used in multiple linear regression analysis is Y= a + 1X1 + 2X2+ 3X3 ; where: Y = dependent variable, a = constant, = coefficient of research variable, X = independent variable and = epsilon.

RESEARCH RESULTS AND DISCUSSION

1. Results

Descriptive Analysis

Descriptive analysis was conducted to determine the frequency and percentage values obtained from each alternative answer given by each respondent in the research questionnaire. The description of the answer scoring scores for each variable in this study is as follows:

a. Human Resource Planning Variables

Table 1. Number and Percentage of Respondents' Answers About Planning Human Resources

No	Questionnaire Items	Number and Percentage of Respondents' Answers									
		SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Strict selection	31	29.52	39	37.14	25	23.81	5	4.76	0	0.00
2	As needed	24	22.86	48	45.71	23	21.90	4	3.81	0	0.00
3	Higher education	23	21.90	45	42.86	26	24.76	5	4.76	0	0.00
4	Providing training	14	13.33	51	48.57	33	31.43	2	1.90	0	0.00
5	Worth living	16	15.24	51	48.57	30	28.57	2	1.90	0	0.00
6	According to performance	20	19.05	54	51.43	26	24.76	0	0.00	0	0.00
7	Good welfare program	20	19.05	58	55.24	19	18.10	3	2.86	0	0.00
8	Compensation as expected	23	21.90	45	42.86	31	29.52	2	1.90	0	0.00
9	Obey the rules	19	18.10	49	46.67	31	29.52	2	1.90	0	0.00
10	Sanctions deter	33	31.43	43	40.95	24	22.86	2	1.90	0	0.00
11	Dismissal	30	28.57	34	32.38	33	31.43	3	2.86	0	0.00
12	Resign	35	33.33	36	34.29	26	24.76	3	2.86	0	0.00
Total		288	274.29	604	575.24	330	314.29	33	31.43	0	0.00
Average			22.86		47.94		26.19		3.02		0.00

Source: Data Processed From Research Results, 2021

Based on table 1 shows the respondents' answers related to the variable of human resource planning. It can be seen that the average respondent who answered strongly agree was 22.86%. Respondents who answered agreed were 47.94%. Respondents who answered that they did not agree were 26.19%. Respondents who answered disagree were 3.02%.

Of the total respondents' answers, there are 70.80% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 70 to 69. This shows that the human resource planning in this company is categorized as good, while the overall respondents' answers there are 29.20% of respondents who choose the answer less agree and disagree. This shows that there are still weaknesses in this

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company related to human resource planning, namely employee education is still low, selection is not strict, and employee recruitment is not in accordance with company needs.

b. Work Motivation Variable

Table 2. Number and Percentage of Respondents' Answers About Work Motivation

No	Questionnaire Items	Number and Percentage of Respondents' Answers									
		SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Develop creativity	28	26.67	55	52.38	22	20.95	0	0.00	0	0.00
2	Work effectively and efficiently	41	39.05	44	41.90	17	16.19	3	2.86	0	0.00
3	Build relationships between employees	38	36.19	47	44.76	14	13.33	6	5.71	0	0.00
4	Work well together	31	29.52	50	47.62	22	20.95	2	1.90	0	0.00
5	Ability to influence	32	30.48	45	42.86	23	21.90	5	4.76	0	0.00
6	Ability to lead and take responsibility	41	39.05	40	38.10	24	22.86	0	0.00	0	0.00
Total		**211**	**200.95**	**281**	**267.62**	**122**	**116.19**	**16**	**15.24**	**0**	**0.00**
Average			**33.49**		**44.60**		**19.37**		**2.54**		**0.00**

Source: Data Processed From Research Results, 2021

Based on table 2 shows the respondents' answers related to work motivation variables. It can be seen that the average respondent who answered strongly agree was 33.49%. Respondents who answered agreed were 44.60%. Respondents who answered that they did not agree were 19.37%. Respondents who answered disagree were 2.54%.

Of the total respondents' answers, there were 78.09% of respondents who chose the answer strongly agree and the answer agreed where the percentage of the answers was between an assessment score of 70 to 69. This shows that work motivation in this company is categorized as good, while from the overall respondents' answers there are 21 ,91% of respondents who chose the answer less agree and disagree. This shows that there are still weaknesses in this company related to employee work motivation, namely the lack of relationships between employees, lack of ability to influence and lack of ability to work effectively and efficiently.

c. Communication Variables

Table 3. Number and Percentage of Respondents' Answers About Communication

No	Questionnaire Items	Number and Percentage of Respondents' Answers									
		SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Honest at work	38	36.19	49	46.67	13	12.38	5	0.00	0	0.00
2	Interact with other employees	49	46.67	42	40.00	11	10.48	3	0.00	0	0.00
3	Be sensitive to the conditions of other employees	45	42.86	49	46.67	9	8.57	2	0.00	0	0.00
4	Respect other employees	50	47.62	51	48.57	2	1.90	2	0.00	0	0.00
5	Helping colleagues work	28	26.67	52	49.52	21	20.00	4	0.00	0	0.00

6	Pushing the work of other parts	39	37.14	52	49.52	12	11.43	2	0.00	0	0.00
7	Effects at work	36	34.29	59	56.19	7	6.67	3	0.00	0	0.00
8	Positive view of other employees	28	26.67	60	57.14	15	14.29	2	0.00	0	0.00
9	Get to know each other between employees	29	27.62	62	59.05	13	12.38	1	0.00	0	0.00
10	Good relationship between employees	26	24.76	73	69.52	5	4.76	1	0.00	0	0.00
Total		368	350.48	549	522.86	108	102.86	25	23.81	0	0.00
Average			35.05		52.29		10.29		2.38		0.00

Source: Data Processed From Research Results, 2021

Based on table 3 shows the respondents' answers related to the communication variable. It can be seen that the average respondent who answered strongly agree was 35.05%. Respondents who answered agreed were 52.29%. Respondents who answered that they did not agree were 10.29%. Respondents who answered disagree were 2.38%.

Of the total respondents' answers, there are 87.34% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 80 to 100. This shows that communication in this company is categorized as very good, while from the overall respondents' answers there are 12 ,66% of respondents who chose the answer less agree and disagree. This shows that there are still weaknesses in this company related to the communication variable, namely employees are still not honest at work, employees are still less willing to help work colleagues, lack of interaction with other employees and less effective at work.

d. Employee Performance Variables

Table 4. Number and Percentage of Respondents' Answers About Employee Performance

No	Questionnaire Items	Number and Percentage of Respondents' Answers									
		SS		S		KS		TS		STS	
		F	%	F	%	F	%	F	%	F	%
1	Successfully run the task	41	39.05	50	47.62	10	9.52	4	3.81	0	0.00
2	Never wrong	50	47.62	41	39.05	13	12.38	1	0.95	0	0.00
3	Attitude of carrying out duties	45	42.86	49	46.67	10	9.52	1	0.95	0	0.00
4	Anytime ready to be assigned	50	47.62	49	46.67	6	5.71	0	0.00	0	0.00
5	Mastering the job	26	24.76	53	50.48	20	19.05	6	5.71	0	0.00
6	According to education	40	38.10	52	49.52	13	12.38	0	0.00	0	0.00
7	Ability above average	38	36.19	56	53.33	9	8.57	2	1.90	0	0.00
8	Leadership ability	31	29.52	55	52.38	16	15.24	3	2.86	0	0.00
Total		321	305.71	405	385.71	97	92.38	17	16.19	0	0.00
Average			38.21		48.21		11.55		2.02		0.00

Source: Data Processed From Research Results, 2021

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Based on table 4 shows the respondents' answers related to the performance variable. It can be seen that the average respondent who answered strongly agree was 38.21%. Respondents who answered agreed were 48.21%. Respondents who answered disagreed were 11.55%. Respondents who answered disagreed were 2.02%.

Of the total respondents' answers, there are 86.42% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 80 to 100. This shows that the performance of employees in this company is categorized as very good, while from the overall respondents' answers there are 13.58% of respondents who chose the answer less agree and disagree. This shows that there are still weaknesses in this company related to employee performance variables, namely employees lack mastery of work, employees also often fail to carry out their duties, and have low leadership abilities.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis for the influence of the variables on the quality of human resources, work discipline, organizational culture and employee performance are as follows:

Table 5. Results of Multiple Linear Regression Analysis For Influence Among Human Resource Planning Variables, Work Motivation, Communication and Employee Performance

Coefficientsa							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.781	1,941		-.918	.361		
Human Resource Planning	.065	.031	.094	2,080	.040	.930	1.075
Work motivation	.289	.072	.245	4,002	.000	.505	1981
Communication	.606	.056	.682	10,912	.000	.483	2,071
a. Dependent Variable: Performance							

Source: Data Processed From Research Results, 2021

The multiple linear regression equations in this study are:
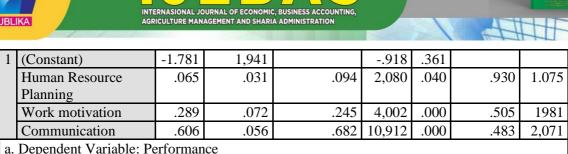
$$Y = -1.781 + 0.065X_1 + 0.289X_2 + 0.606X_3$$

In table 5 the constant value of -1.781 states that if the value of $X_1 = 0$, $X_2 = 0$, $X_3 = 0$, then the value of Y has decreased by 1.782. The regression coefficient value of human resource planning, work motivation, and communication is positive. This means that human resource planning, work motivation, and communication have a positive relationship with employee performance at PT. Love Sukawati Indah Medan.

Partial Hypothesis Test or t . Test

The results of the partial hypothesis test or t test for the influence between the variables of human resource planning, work motivation, communication on employee performance are as follows:

Table 6. ResultsPartial Hypothesis Test or t Test for Influence Between Human Resource Planning Variables, Work Motivation, Communication on Employee Performance

Coefficientsa							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model	B	Std. Error	Beta			Tolerance	VIF

1	(Constant)	-1.781	1,941			-.918	.361		
	Human Resource Planning	.065	.031	.094	2,080	.040	.930	1.075
	Work motivation	.289	.072	.245	4,002	.000	.505	1981
	Communication	.606	.056	.682	10,912	.000	.483	2,071
a. Dependent Variable: Performance								

Source: Data Processed From Research Results, 2021

Based on table 6 the results of partial hypothesis testing or t-test for the human resource planning variable, tcount is 2,080 this indicates that this means tcount > ttable (2,080 > 1,984) meaning that human resource planning has a positive and significant influence on employee performance at PT. Love Sukawati Indah Medan. For work motivation variable, the result of partial hypothesis testing or tcount test is 4,002 this indicates that this means ttcount > ttable (4.002) > ttable (1.984) meaning that work motivation has a positive and significant influence on employee performance at PT. Love Sukawati Indah Medan. For the communication variable, the results of the partial hypothesis test or t-test test are 10.912, this indicates that this means tcount > ttable(10,912) > ttable (1, 984) means that communication has a positive and significant influence on employee performance at PT. Love Sukawati Indah Medan.

Simultaneous Hypothesis Testing or F . Test

The results of the simultaneous hypothesis test or F test for the influence between the variables of human resource planning, work motivation, communication on performance are as follows:

Table 7. Simultaneous Test (F Test) Variables of Human Resource Planning, Work Motivation and Communication on Employee Performance

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1551.047	3	517,016	143.008	.000b
	Residual	365,143	101	3.615		
	Total	1916,190	104			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Communication, Human Resource Planning, Work Motivation						

Source: Data Processed From Research Results, 2021

Based on table 7 data, the test results show that the Fcount value is 143.008 and Ftable is 2.69 with a significance level of 0.000. This shows that Fcount (143.008) > Ftable (2.69), meaning that human resource planning, work motivation and communication have a positive and significant impact on employee performance at PTGemar Sukawati Indah Medan.

Calculation of the Coefficient of Determination

The results of the calculation of the coefficient of determination for the contribution of the quality of human resources, work discipline, organizational culture to performance are as follows:

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Table 8. The Result of Calculation of the Coefficient of Determination for Human Resource Planning, Work Motivation and Communication on Employee Performance

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900a	.809	.804	1.90139
a. Predictors: (Constant), Communication, Human Resource Planning, Work Motivation				
b. Dependent Variable: Performance				

Source: Data Processed From Research Results, 2021

Based on table 8 it can be seen that the results of the correlation analysis obtained indicate the variables of human resource planning, work motivation and communication on employee performance at PT. Gemar Sukawati Indah Medan obtained an R value of 0.900 indicating that the correlation/relationship between the variables of human resource planning, work motivation and communication with employee performance variables at PT. Sukawati Indah Medan's passion is very strong, because this figure is above 0.5. Figures adjusted r square shows the coefficient of determination. The adjusted r square is 0.804. This means that 80.4% of changes in employee performance variables are caused by human resource planning, work motivation and communication, while the remaining 19.6% is caused by other variables not included in this research model such as leadership,

2. Discussion

From all respondents' answers about the variable of human resource planning, there are 70.80% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 70 to 69. This shows that human resource planning in this company is categorized as good. , while from all respondents' answers there were 29.20% of respondents who chose the answers to disagree and disagree. This shows that there are still weaknesses in this company related to human resource planning, namely employee education is still low, selection is not strict, and employee recruitment is not in accordance with company needs.

Of the overall respondents' answers about work motivation, there are 78.09% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 70 to 69. This shows that work motivation in this company is categorized as good, while the overall answers respondents there are 21.91% of respondents who chose the answer less agree and disagree. This shows that there are still weaknesses in this company related to employee work motivation, namely the lack of relationships between employees, lack of ability to influence and lack of ability to work effectively and efficiently.

Of the overall respondents' answers about communication, there are 87.34% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 80 to 100. This shows that communication in this company is categorized as very good, while the overall respondents' answers there are 12.66% of respondents who choose the answer less agree and disagree. This shows that there are still weaknesses in this company related to the communication variable, namely employees are still not honest at work, employees are still less willing to help work colleagues, lack of interaction with other employees and less effective at work.

Of the overall respondents' answers about employee performance variables, there are 86.42% of respondents who chose the answer strongly agree and the answer agrees where the percentage of the answers is between an assessment score of 80 to 100. This shows that the performance of employees in this company is categorized as very good, while from overall

respondents' answers there are 13.58% of respondents who chose the answer less agree and disagree. This shows that there are still weaknesses in this company related to employee performance variables, namely employees lack mastery of work, employees also often fail to carry out their duties, and have low leadership abilities.

Based on statistical analysis using multiple linear regression analysis, the results of the multiple linear regression equation in this study are: Y = -1.781 + 0.065X1 + 0.289X2+ 0.606X3. The regression coefficient value of human resource planning, work motivation, and communication is positive. This means that human resource planning, work motivation, and communication have a positive relationship with employee performance at PT. Gemar Sukawati Indah Medan, where increasing human resource planning, work motivation, and communication will improve employee performance at PT. Love Sukawati Indah Medan.

Based on the results of partial hypothesis testing or t-test for the human resource planning variable, tcount is 2,080 this indicates that this means tcount> ttable (2,080>1,984) meaning that human resource planning has a positive and significant influence on employee performance at PT. Love Sukawati Indah Medan. For work motivation variable, the result of partial hypothesis test or tt-test is 4.002, this indicates that this means tcount > ttable(4.002) > ttable (1.984) meaning that work motivation has a positive and significant influence on employee performance at PT. Love Sukawati Indah Medan. For the communication variable, the results of the partial hypothesis test or t-test test are 10.912, this indicates that this means tcount > ttable(10,912) > ttable (1, 984) means that communication has a positive and significant influence on employee performance at PT. Love Sukawati Indah Medan.

Based on the results of the simultaneous test or F test, it shows that the value of Fcount is 143.008 and Ftable is 2.69 with a significance level of 0.000. This shows that Fcount (143.008) > Ftable (2.69), meaning that human resource planning, work motivation and communication have a positive and significant impact on employee performance at PT. Love Sukawati Indah Medan.

Based on the results of the calculation of the coefficient of determination, it shows that the contribution of the variables of human resource planning, work motivation and communication to the variable of employee performance is 0.804 or 80.4%. This shows that the contribution of human resource planning, work motivation and communication can increase employee performance by 0.804 or 80.4%, while the remaining 0.196 or 19.6% is explained by other variables not included in this research model such as leadership, discipline. work, organizational culture and so on.

CONCLUSIONS AND RECOMMENDATIONS
Conclusions
1. Based on the results of descriptive analysis for the variables of human resource planning and work motivation of employees at PT Gemar Sukawati Indah Medan are in the good category, while the communication variables and employee performance at PT Gemar Sukawati Indah Medan are in the very good category.
2. Based on the results of partial hypothesis testing or t-test for the variables of human resource planning, work motivation and communication, where tcount > ttable, it means that human resource planning, work motivation and communication have a positive and significant influence on employee performance at PT Gemar Sukawati Indah Medan .
3. Based on the results of the simultaneous hypothesis test or F test for the influence between human resource planning, work motivation and communication on employee performance is fcount > ftable, meaning that human resource planning, work motivation and communication have a positive and significant influence on employee performance at PT Love Sukawati Indah Medan.

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4. The results of the calculation of the coefficient of determination show that the contribution between the variables of human resource planning, work motivation and communication on the employee performance variable is 0.804 or 80.4%. This shows that the contribution of human resource planning, work motivation and communication can increase employee performance by 0.804 or 80.4%, while the remaining 0.196 or 19.6% is explained by other variables not examined in this study such as leadership, discipline. work, organizational culture and so on.

Recommendations

1. For the variable of human resource planning; It is known that the weaknesses in this variable are employee education is still low, selection is not strict, and employee recruitment is not in accordance with company needs. The company management should provide opportunities for employees to get a higher education than before, in addition to this level of education the company management should make a strict selection based on adequate education for employees to carry out their daily duties.

2. For work motivation variable; It is known that there are weaknesses in this variable, namely the lack of relationships between employees, lack of ability to influence and lack of ability to work effectively and efficiently. The company management should make an activity program for all employees to create a good relationship between employees and employees, employees and company leadership. In addition, company management should make training to be able to improve their ability to lead every job that is their responsibility. Then the company management should also provide intense motivation and direction so that employees can work effectively and efficiently.

3. For communication variables; It is known that there are weaknesses in this communication variable, namely employees are still not honest at work, employees are still less willing to help work with colleagues, lack of interaction with other employees and are less effective at work. The company management should build good communication with all employees so that employees work honestly and also employees can help each other in every work to create good performance. Then the company's management should make a program of activities to create mutual interaction between employees.

4. For performance variables; It is known that this performance variable has weaknesses, namely employees lack of mastery of work, employees also often fail to carry out tasks, and low leadership abilities. The company management should provide special training to employees to master the work in accordance with their daily tasks, and it is hoped that employees have the ability to carry out the work that is their duty. Furthermore, the company management should intensely communicate and meet with each employee so that the employee's self-confidence to lead each job is higher and better.

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