



The Influence of Lack of Human Resources on The Performance of PDKB Employees

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ABSTRACT

Performance results from a person's professional organizational function through various factors to achieve organizational goals within a certain period. Objective: This study aims to determine how the lack of Human Resources (HR) affects the performance of PDKB employees of PT PLN Palembang. The type of research used in the study uses a qualitative method with descriptive data collection. In this study, the population was PT PLN (Persero) UPT Palembang PDKB Section employees, totaling approximately 17 people. Data was obtained directly from respondents using questionnaires distributed to PDKB employees. The study's results indicate that the lack of HR negatively affects the performance of PDKB employees. The obstacles, such as the lack of employees, hinder the optimal achievement of organizational goals. Therefore, increasing HR is needed to improve the performance of PDKB employees.

In addition, this article aims to build a hypothesis of the influence between variables to be used in further research. The lack of human resources at PT PLN UPT Palembang significantly affects the performance of employees in the PDKB unit. This condition can be seen in the decline in work quality, quantity, and operational effectiveness. To overcome the negative impact of the lack of HR, the company needs to implement an effective recruitment strategy, increase training to optimize employee performance and improve operational management processes to be more efficient. The findings of this study are presented under three key performance indicators: Work Quality, Timeliness, and Independence. This structure aims to facilitate the reader's understanding of the main points and highlights areas where improvements can be made. Work quality, including accuracy in task completion according to standards, is crucial in enhancing team efficiency. Timeliness is also identified as a critical element, especially in managing task schedules and responding to disruptions. Meanwhile, although efforts are being made to improve independence, more attention is needed to ensure employees can work more autonomously in dynamic situations.

Keywords: *Human Resources, Employee Performance, PDKB PT PLN.*

1. INTRODUCTION

Human resources (HR) are a fundamental element that determines the success and growth of a company [1]. The success of an organization depends on the quality and competence of the individuals who work in it [2], [3]. A company cannot achieve its strategic goals without the support of skilled employees who can carry out their duties effectively [4]. Therefore, HR development and management are the keys to ensuring the company has a productive and competent workforce [5]. In this context, the importance of professional quality human resources is not only limited to technical capabilities but also to the capacity to provide value-added services for customers, which includes customer satisfaction and customer value orientation [6], [7] Thus, the company not only focuses on high work productivity but also the quality of the process in achieving this goal.

HR is an asset that consists of an operational workforce and includes management and leaders who can bring positive change to the organization [8], [9]. Directed and systematic human resource development is essential to ensure that every individual in the organization has competencies appropriate to their roles and responsibilities to make maximum contributions to achieving organizational goals [10], [11]. PT PLN (Persero) UPT Palembang is a company that relies heavily on the role of HR, especially in the PDKB (Electricity Operation and Maintenance) division. However, the

PDKB division currently faces significant challenges related to labor shortages. This shortage directly impacts the performance of the PDKB team, which plays a crucial role in maintaining the reliability and continuity of electricity distribution to customers.

The lack of FTK (Workforce Formation) in the PDKB engineering section, especially in UPT Palembang, is one of the main obstacles to achieving optimal performance. Currently, the number of technical personnel available is only 11 people, with one of them not yet having a competency certificate. Meanwhile, the ideal requirement for technical personnel in the PDKB section is 17 people, which includes various essential roles such as Asmen and PDKB at the Main Substation (GI) and Network PDKB. This limited number of workers forces the unit to rely on workers from other UPTs, such as Baturaja, Lampung, Bengkulu, and Jambi, which also experience similar limitations.

Previous studies have emphasized the important role of HR in improving organizational performance [12] [13]. However, most of these studies focus more on aspects such as training, career development, and HR management in general, without paying sufficient attention to the specific context of companies that face limited workforce numbers, as is the case with PT PLN UPT Palembang. The lack of empirical research that examines the direct impact of a lack of human resources on the specific performance of engineering divisions, especially in PDKB, creates a gap that needs to be filled. Theoretically, the literature on HR management and organizational performance is often based on the assumption that companies have adequate access to quality labor. [5], [14]. However, the PT PLN UPT Palembang situation shows different conditions, where a lack of human resources is the main challenge. The lack of a comprehensive theoretical study regarding how companies can continue operating effectively under labor shortages indicates a gap in existing theory. This study attempts to bridge this gap by proposing a framework considering labor shortage conditions in organizational performance analysis.

The urgency of this research is driven by the fact that the PDKB division has a vital role in ensuring the reliability of electricity distribution, which is a basic need for society. The lack of workforce in this division could disrupt PLN's operations and result in electricity disruptions that broadly impact society and the economy. Therefore, understanding the impact of human resource shortages and finding practical solutions is an urgent need to ensure that PLN can continue to provide optimal services [15]. The uniqueness of this research lies in its specific focus on the influence of the lack of human resources on the performance of the PDKB engineering division at PT PLN UPT Palembang. This topic has not been widely explored in the HR management literature. Additionally, this research combines an empirical approach with developing a theoretical framework that considers labor shortages as a key variable in analyzing organizational performance. The findings from this study will provide practical contributions to PLN management and add new insights to the HR management literature regarding the context of labor shortages.

This research explores the impact of the lack of human resources on employee performance in the PDKB division of PT PLN Palembang. With a deeper understanding of the factors that influence the PDKB team's performance, effective solutions can be found to overcome these challenges so that PLN can continue to provide reliable and quality electricity services to customers.

The shortage of human resources (HR) in technical fields, especially electrical distribution, poses a significant challenge for organizations like PLN. A decline in the number of skilled professionals in this sector can directly impact operational stability, which in turn affects customer service reliability. Delays in handling disruptions or maintenance of the electricity distribution network can lead to wider outages, reduce customer satisfaction, and damage PLN's reputation as a reliable public service provider.

2. METHOD

To understand the dynamics within the PDKB team, a qualitative descriptive approach was used. This approach is particularly relevant as it allows for an in-depth exploration of individual experiences, capturing nuances that might be overlooked in quantitative methods. This study focused on exploring employees' perceptions of the challenges and practices they face in specific situations. Qualitative methods offer a more holistic view of the factors influencing team performance in a small team like PDKB.

2.1. Research Design

Although this study utilized two limited-in-number interview samples, the sample was intentionally selected to gain deeper insights from employees with direct field experience. This approach aimed to provide a clearer picture of the working context and to identify issues that might not be revealed through surveys or quantitative data.

This research uses a qualitative method with a descriptive approach, which aims to explore and understand phenomena in the field in depth [16]. This approach was chosen because the research objective is to identify and analyze the impact of minimal human resources (HR) on employee performance at PT PLN (Persero) UPT Palembang, especially in the PDKB section. This qualitative descriptive method allows researchers to explore various points of view

and subjective experiences of respondents, as well as dig up deeper information that may not be able to be achieved through a quantitative approach.

2.2. Research Subjects

The subjects of this research were employees from PT PLN (Persero) UPT Palembang, PDKB Section. The research population consisted of 17 employees who worked in the PDKB section. Two employees were selected as samples from this population to be interviewed in depth. Sample selection was done using a purposive sampling method, namely selecting individuals with the knowledge, experience, and direct involvement with the problem being researched [17]. This sample chosen will provide rich and relevant insights regarding the impact of a lack of human resources on their performance.

2.3. Data Collection and Research Instruments

Data collection in this research was carried out through three main methods, namely observation, in-depth interviews and documentation studies [18], [19]. Observations were carried out directly at the work locations of PDKB employees to understand working conditions, interactions between employees, and the challenges they face due to the limited number of workers. Next, in-depth interviews were conducted semi-structured with two employees selected as samples. This interview explores employees' experiences, views, and feelings regarding the impact of a lack of human resources on their performance. Although the question guide had been prepared beforehand, the researcher also provided space for further exploration based on the answers given by the respondents. In addition, a documentation study was carried out by collecting relevant documents from PT PLN (Persero), such as the company's vision and mission, performance reports, and historical data regarding the number of workers and HR policies in the PDKB section. These documents complement and verify data obtained from observations and interviews, producing a comprehensive picture of the phenomenon under study.

2.4. Data Analysis

The collected data was analyzed using the thematic analysis method, which includes identifying, analyzing, and reporting patterns or themes that emerge in the data [20]. The analysis process is carried out through several stages. First, researchers familiarize themselves with the data by reading and reviewing all the data collected from interview transcripts, observation notes, and documents to gain a comprehensive understanding of the data content [21]. Next, a coding process is carried out, where the researcher gives labels or codes to parts of the data relevant to the research focus, such as aspects related to performance, challenges faced, and the impact of lack of human resources. The codes created are then grouped into broader and more significant themes, reflecting general patterns that emerge from the data, such as the impact of a lack of human resources on work efficiency, service quality, and employee stress. After that, the researcher refined these themes by reviewing the data to ensure that the themes developed reflected the data's content and were relevant to the research objectives. Finally, the results of the thematic analysis are reported descriptively by linking the findings obtained with appropriate theory and literature, as well as with the specific context of PT PLN (Persero) UPT Palembang.

3. RESULTS AND DISCUSSION

This section presents the main findings related to the three HR performance indicators. Employees' work quality is highly influenced by their understanding of operational standards and their ability to manage assigned tasks. For example, one employee stated, "We often have to deal with unexpected disruptions, and the quality of our work depends on how quickly we can adapt to changing conditions."

Timeliness also emerged as a significant challenge in daily operations. Many employees feel pressured by tight schedules, mainly when electrical disruptions occur during peak hours. One interviewee highlighted, "We know how important it is to address disruptions immediately, but often, the lack of manpower forces us to prioritize." Although emphasized in training, independence remains an area that needs further attention, with some employees expressing difficulty making quick decisions without direct guidance.

This research focuses on analyzing employee performance at PT PLN PDKB section by paying attention to six leading indicators of human resources, namely work quality, work quantity, timeliness, effectiveness, independence, and work commitment [22]. Optimal employee performance is closely related to the company's overall success, where increasing this performance depends on practical human resource (HR) management and is oriented toward employee development.

In the corporate context, the quality and quantity of work are essential indicators that reflect how well an employee can fulfill the demands of their job. [15] revealed that good HR management affects both performance in large and smaller companies. The success of this management lies in their ability to create a work environment that allows employees to feel motivated to improve their performance. Employees who view HR competencies as an opportunity to develop and not a threat tend to perform better [23]. However, the research results also show significant challenges regarding the match between employees' educational qualifications and their main tasks and functions. [24] emphasize that this mismatch can cause a decrease in effectiveness and timeliness in completing tasks, which in turn can hamper company operations. For example, placing employees with educational backgrounds that do not match their tasks can create obstacles in the company's business processes (Probis). These obstacles not only affect individual employee performance but also have implications for the company's overall efficiency.

Companies need to conduct in-depth evaluations of employee placement in situations like this. Research conducted by [25] shows that adapting educational qualifications to the specific tasks carried out by employees can significantly improve the quality of work. This will increase employee work effectiveness and encourage independence and higher work commitment, two fundamental aspects in maintaining the sustainability of company operations. Apart from that, the findings of this research also highlight the importance of HR management strategies that focus on employee development and their placement according to their competencies. [26] reveal that companies that are successful in HR management tend to be better able to retain talented employees and reduce dissatisfaction in the workplace. By placing employees in positions that match their skills, companies can maximize individual potential, ultimately improving overall performance.

Furthermore, the fact that several employees at PT PLN PDKB are still working outside their field of expertise shows a gap that needs to be addressed immediately. According to [27], this gap can cause dysfunction in work teams, where employees may feel underappreciated or unable to make maximum contributions due to a lack of match between their tasks and abilities. Therefore, strategic management intervention is needed to ensure that the placement of work units is based on each employee's educational qualifications and skills. In the long term, improvements in HR management, especially in terms of appropriate employee placement, are expected to increase the operational efficiency and effectiveness of PT PLN PDKB. It's not just about maximizing individual performance but also about creating a positive and productive work culture. When employees feel that their roles match their abilities and skills, they are more likely to work with tremendous enthusiasm and commitment, improving overall company performance.

Overall, this research underlines the importance of strategic HR management and appropriate employee placement to improve performance at PT PLN PDKB. Companies must focus on aligning employee duties and qualifications and creating a work environment that supports employee professional and personal development. With these steps, PT PLN PDKB can overcome challenges related to limited human resources and ensure the company's long-term sustainability and success.

4. CONCLUSION

Based on the results and discussion of research conducted at PT PLN PDKB, practical human resource (HR) management plays a crucial role in improving employee performance. Leading indicators such as work quality, quantity, timeliness, effectiveness, independence, and work commitment show that their placement and competence influence employee performance. A mismatch between educational qualifications and the duties carried out by employees has the potential to hamper the company's operational performance and effectiveness. Therefore, correctly placing employees according to their educational background and competencies is the key to optimizing performance and ensuring the company's success.

However, this study has several limitations that need to be noted. First, the relatively small sample size, namely only two employees, can limit the generalization of the results of this research to the entire employee population at PT PLN PDKB. Second, data collection methods that rely only on observation, in-depth interviews, and documentation studies may not fully cover all aspects and challenges employees face. In addition, this research does not consider external factors that might influence employee performance, such as economic conditions or changes in company policy.

For future research, it is recommended that a study be conducted with a more extensive and diverse sample to get a more representative picture of employee performance at PT PLN PDKB. Future research could also consider using additional data collection methods, such as quantitative surveys, to complement findings from interviews and observations. In addition, research can expand its focus to include external factors that influence employee performance, such as changes in organizational policies or market conditions, which can provide deeper insight into company HR dynamics. Further research also needs to explore managerial strategies that can be implemented to address qualification gaps and improve overall performance.

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